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1 – Tourism



**Faculty of Organizational Sciences /FOC (Slovenia)**

**Lead Partner**

# TUNES'T

Transnational Umbrella Network for Environment and Sustainability in Tourism

Project proposal on the CALL:  
Knowledge Networks for the competitiveness and sustainability of European tourism  
ENT/CIP/09/B/No6S00  
Grant Programme 2009

Dr.Cleofe Guardigli, in cooperation with Prof. Romano Toppan

# PRESENTATION OF THE PROJECT

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## A. OBJECTIVES

The project proposal aims to share a common methodology to prepare a new touristic offer or to update existing offers under this approach - based on the use by SMEs of voluntary environmental certifications regulations.

The anticipated 10 STEPS can be used by the Project's Partners and other actors of local tourism destinations - such as tourism operators, state and local government, tourism organizations, heritage managers, regional development bodies, park managers, communities, consultants and all those interested - in *fostering an environmentally sustainable approach to tourism* with the following objectives:

- for Tourism Operators: *to improve the voluntary use of environmental certifications to improve the existing tourism products or to identify opportunities for new products.*
- for Governmental Bodies- at local and central level: *to develop plans for strategic development of local or regional tourism, based also on the use of voluntary environmental certifications*
- for Tourism Businesses: *to improve awareness of sustainable tourism issues among staff, in developing business plans, and assist in streamlining development and approvals processes*
- for Tourism Organizations: *to defend new nature and heritage-based tourism development opportunities and check that sustainable tourism policies are being advanced throughout their areas of interest*
- for Park Managers, Cultural Heritage Agencies and Attraction Managers: *to ensure that natural and cultural heritage places are effectively managed as tourism resources and that visitor programs are sustainable*
- for Innovation and Technology Organizations: *to enhance the links between new environmentally friendly technologies and tourism offers and spread information about it in the tourism industry*
- for Chambers of Commerce: *to support the development of tourism business which are community oriented to sustainability and environmental consistency*
- for Everyone: *to get together to discuss issues and develop common aims and tools for long-term future benefit*

## **B. JUSTIFICATION (maximum 3 pages) Please provide the following information:**

### **B.1 – NEEDS AND CONSTRAINTS TO BE MATCHED (a) Identification of perceived needs and constraints in the target groups;**

The challenge for the next millennium is sustainable development in tourism, with respect to economic growth, coupled with fully respect for environment and quality of life; tourism is certainly one of the human activities that, while strongly linked with the ecosystem that is its background, will be called upon to provide a concrete response to the challenge.

We must increase:

- The interest of the operators in respect of environmental certification, because we are aware of the importance of managing tourism companies with greater attention to environment that surrounds them;
- The importance given to all possible achievable savings in current day-to-day management of tourism enterprises, especially for larger structures that are strictly seasonal;
- The awareness of future and present benefits in terms of image and marketing potential, for both domestic and international markets.

The criticalities are related to:

- Awareness and full participation of all people employed in the tourism supplier chain to this new type of environmental management of the tourism services;
- Support needed by tourism operators in walking into the “certification paths”, including availability of consultancy services and the predispositions of simple explanatory manuals;
- The importance of alliances and networking in the local and transnational contexts, because environmental issues have no borders and market challenges are globalized.

Therefore, the Partnership Consortium will give more importance to:

- Strict connections with the actors involved in training programmes supply, so that they might start the preparation and submission of training programs on environmental issues for new staff and for people who already work in the sector;
- Lobbying and information activities to involve local authorities and support the decision maker to adopt policies oriented towards an integrated management of the tourism destinations and environmental issues;
- Partnership with other initiatives already undertaken by others actors, also outside tourism – such as heritage preservation or valorization of agricultural local products - or by other territorial aggregations to support them in taking over the environmental certifications procedures;
- Accompaniment of the SMEs in the process of environmental certification or labeling.

### **B.2 – TARGET GROUPS AND BENEFICIARIES (b) list of target groups with an estimate of the anticipated number of direct and indirect beneficiaries;**

The Partnership is composed by 5 different types of entities. It is based on the awareness that sustainable tourism is the result of integrated actions and good performances achieved by many actors, whose cooperation is a mandatory part of successful results.

The table below lists typologies and estimated figures of beneficiaries to be involved in the project’s activities. The column “Direct beneficiaries” shows the number of persons who are partners and will be directly involved in the foreseen activities (Steps); the column “Indirect

beneficiaries” refers both to projects and to further actions to be realized by Project Partners in order to enhance the expected benefits of the project’s contents.

The column “Partners” is divided into the categories of partners as required by the EU Call.

Special attention has to be given to the Guest Partner Country, Ukraine, which will participate in the project’s activities on their own costs.

Partners	Country	Direct beneficiaries/number	Indirect beneficiaries/number
<p><b>TYPE ONE:</b>            (Requirement of Call: Academic/educational establishment or permanent research entity            (Requirement of Call: partner no. 1: Tourism &amp; Research Institute from <b>country A – Slovenia</b> )</p>			
<p>- University of Maribor / Faculty of Organizational Sciences FOC            (LEAD PARTNER)</p>	<b>Slovenia</b>	<p>- Training Designer / <b>n. 5</b>            - Lecturers / <b>n. 5</b>            - Teachers / <b>n.10</b>            - Researchers / <b>n. 5</b></p>	<p>- Students / <b>n. 80</b>            - Adults in Lifelong Learning training courses / <b>n. 15</b></p>
<p><b>TYPE TWO:</b>            (Requirement of Call: partner no. 2: University of Economics – Tourism Department from <b>country B – UK</b> )</p>			
<p>COVENTRY UNIVERSITY - Applied research institute SURGE</p>	<b>United Kingdom</b>	<p>- Training Designer / <b>n. 3</b>            - Lecturers / <b>n. 5</b>            - Teachers / <b>n. 5</b>            - Researchers / <b>n. 5</b></p>	<p>- Students / <b>n. 80</b>            - Adults of Lifelong Learning training courses / <b>n. 15</b></p>
<p><b>TYPE THREE:</b>            A transnational consortium of at least 5 of mentioned associations covering country <b>C</b> - Hungary, country <b>D</b> – Czech Republic and country <b>E</b> - Italy ( plus two more : Bulgaria and Spain - see list below), wishing to get to work together in a network:             1.associations of business and/or trade            2.chambers of</p>			

commerce 3.regions and/or local destinations 4.research and innovation center			
FOR THE SOUTH GREAT PLAIN - Organizing Public Association	<b>Hungary</b>	- Members of Association / <b>n. 15</b>	- Local Stakeholders usually participating to the annual programmes of the Associations / <b>n.</b>
ITALIAN CHAMBER OF COMMERCE IN HUNGARY	<b>Hungary</b>	- Hungarian-Italian SMEs members / <b>n.</b> - Staff of Chamber of Commerce involved in development programmes / <b>n.</b>	- Local Stakeholders: other Chamber of Commerce / <b>n.</b> - Local Stakeholders: public authorities / <b>n.</b>
ITALIAN-CZECH CHAMBER OF COMMERCE AND INDUSTRY	<b>Czech Republic</b>	- Czech-Italian SMEs members / <b>n. 210</b> - Staff of Chamber of Commerce involved in development programmes / <b>n. 3</b>	- Local Stakeholders: Czech SME's Tourism Associations and their members / <b>n. 30</b> - Local Stakeholders: public authorities / <b>n. 10</b>
DESTINATION MANAGEMENT ASSOCIATION GAL ORISTANO (PPP)	<b>Italy</b>	- Public and Private Members of Destination Management Organization / <b>n.</b>	- Suppliers Chain of Tourism SMEs Enterprises / <b>n.</b> - Visitors and Tourists/ <b>n.</b>
Municipality of Cabras, PROTECTED MARINE AREA OF SINIS –	<b>Italy</b>	- Staff of Protected Area / <b>n. 7</b> - Civil Servant of Municipality managing the Local Natural Site / <b>n.</b>	- Visitors : <b>n. 70.000</b>
META GROUP Innovation Consultancy Enterprise	<b>Italy</b>	- Staff involved in the project activities / <b>n. 3</b>	- Further SMEs to be advised on new ICT for tourism / <b>n.</b>
EUROQUALITYLAB Environmental Audit Consultancy Company and Analysis Laboratory	<b>Italy</b>	- Staff involved in the project activities / <b>n. 15</b>	- Further SMEs to be advised on voluntary environmental certifications and audits schemes for tourism / <b>n. 10</b>
ITALIAN CHAMBER OF COMMERCE IN BULGARIA	<b>Bulgaria</b>	- Bulgarian-Italian SMEs members / <b>n.</b> - Staff of Chamber of Commerce involved in development programmes / <b>n.</b>	- Local Stakeholders: other Chamber of Commerce / <b>n.</b> - Local Stakeholders: public authorities / <b>n.</b>
Bulgarian Tourism Chamber	<b>Bulgaria</b>	- Members of Tourism Association/ <b>n.</b> - Employees of associated Tourism SMEs / <b>n.</b>	- Suppliers Chain of Tourism SMEs Enterprises / <b>n.</b> - Visitors and Tourists/ <b>n.</b>

ZURKO RESEARCH	<b>Spain</b>	- Members of Research Center/ n.  - Employees of Research Center /n.	- Tourism Operators / n. - Consultants on Environmental Audit/ n.
FECAMTUR – Federation de Castilla Mancha de Turismo Rural	<b>Spain</b>	- Members of Tourism Association/ n. - Employees of associated Tourism SMEs / n.	- Suppliers Chain of Tourism SMEs Enterprises / n. - Visitors and Tourists/ n.
<b>TYPE FOUR:</b> (Partner no. 4: Local/regional tourism public authority from country F - Bulgaria )			
STATE AGENCY FOR TOURISM	<b>Bulgaria</b>	- Staff of State Agency involved in policy planning / n. - Members of Board / n.	- SME system / n. -Territorial Entities for destination management / n. - Visitors and Tourists / n.
<b>TYPE FIVE:</b> (Partner no. 5: Non-profit making tourism organization from the same country as the partner no. 1 – Slovenia)			
Centerkontura ood NGO for Tourism for All	<b>Slovenia</b>	- Staff designing sustainable offer and providing services to visitors / n.	- Visitors for Tourism for All / n. - Services suppliers involved in preparation of tourism offer / n. - Network on NGO in the sector / n.

<b>GUEST PARTNER:</b>  The State budget institution: “The North-East Regional Centre for Innovation Development” (will joint and participate on their own expenses )	<b>UKRAINE</b>	- Staff involved in the project activities / n.	- Further SMEs and Local Authorities to be advised on how to prepare and market sustainable tourism offers and proceed to voluntary environmental certifications and audits schemes for tourism industry / n.
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### **B.3 - REASONS FOR THE SELECTION OF THE TARGET GROUPS AND ACTIVITIES**

All the business sector partners are located in geographical areas where the resource “WATER” is a core resource for the tourism offer. The Partner Countries of the project - joining the “consortium agreement” which will be the basis for future common work - are tourism destinations where the good quality of water (either for spa or for marine uses) is a critical strategic issue for competitiveness.

Project Country partners such as Hungary, Slovenia, Czech Republic and Bulgaria are more and more important and gradually rather known destination in Europe for spa holidays; Italy and Spain are traditional destinations for marine sites.

Although all these countries have official established policies for supporting the spread and circulation of knowledge about voluntary environmental certification systems (such as EMAS and Ecolabel), the prevalent and general behavior of SMEs is quite away from being familiar with these types of environmental management and monitoring tools.

Technical advice and consultancy activities, and the mutual exchange of experiences, with respect to training for new and already hired staff, are the most important factors that can facilitate SMEs and local tourism operators in taking over these commitments and in understanding how to connect and include it in the communication and marketing of their offers.

Last but not least, the culture of ‘working together’ needs also to be enhanced and qualified in the direction of transnational networks to prepare “over-territorial” offers and to match the new demand upcoming from the extra-European markets.

All these coordinated actions are very important for increasing the competitiveness of tourism SMEs.

### **B.4 – RELEVANCE OF THE PROJECT TO THE TARGET GROUPS**

The project core – the idea of involving and committing a wide range of local tourism players, and in the future also other potential users – lies in the integration of sustainability principles into their everyday management procedures and in using these practices as a competitive advantage in their marketing communications.

The project actions will be used to good effect in the following ways:

- Local destination managers that want to use an integrated approach to measuring and monitoring environmental quality trends in their destination, with a special eye on the quality of water resources, and to see how they perform in comparison with similar destinations; the following project Partners belong to this group:
  - The public private consortium G A L of Oristano
  - The Destination management Association FECAMTUR (Federación Castellano-Manchega de Turismo Rural)
- Public authorities that are interested in improving the quality performance of the tourism industry in their destination, and need some advice on how to proceed; the following project Partners belong to this group:
  - State Agency for Tourism of Bulgaria
  - Municipality of Cabras with his Marine Protected Area of SINIS, Italy

To this category belongs also the Guest Country Ukraine, with the partner “The North-East Regional Centre for Innovation Development”.

- Tourist services, ranging from collective accommodation to outdoor activities, that want to identify relevant points for the quantitative monitoring of their own quality performance; the following project Partners belong to this group:
  - The NGO CENTERKONTURA/Slovenia
  - FOR THE SOUTH GREAT PLAIN - Organizing Public Association /Hungary



- Tourist associations of operators that are interested in monitoring the performance of their members and consequently of tourist destinations where their customers are hosted, and can use the indicators as a basis for dialogue with the local destination manager; the following project Partner belongs to this group:
  - Hungarian SME Tourism Association
  - The Bulgarian Tourism Chamber
  
- Other private organizations that are involved in supporting the development of local areas, mainly offering consultancy on innovation and business services to SMEs, to understand the advantages of environmental audit schemes for the best quality performance of the tourism industry in their destination; the following project Partners belong to this group:
  - The Chamber of Commerce of Hungary,
  - The Chamber of Commerce of Bulgaria
  - The Chamber of Commerce of Czech Republic
  - The Consultancy and Innovation Companies in Italy, META GROUP and EUROQUALITYLAB
  - The Consultancy and Innovation Company in Spain, ZURKO RESEARCH
  
- Academic Institutions and University Research Centers, who are providing educational and vocational training to new and hired staff, to include in their current programmes issue related to the environmental voluntary audit schemes in tourism sector and support partners in enhancing their participation and integration in knowledge creation; the following project Partners belong to this group:
  - University of Maribor / Faculty of Organizational Sciences, FOC
  - Coventry University / Applied Research Institute for Sustainable Regeneration (SURGE).

The project will aim at integrating sustainability principles in the new “tourism umbrella network”, which is the consortium to be built up for project implementation and for further following activities in partnership. One specific project activity is focused on designing the consortium action plan for the future sustainability of the partners’ network.

**B.5 – LINKS WITH PROGRAMME’S OBJECTIVES:** (e) relevance of the project to the objectives of the programme;

The Programme’s objectives are outlined in the EU DG Enterprise Call as follows:

- *to support the creation or to strengthen existing tourism networks (involving either businesses associations / support services or destinations having similar characteristics) which promote the creation of an environment favorable to small and micro enterprises and to their co-operation on sustainability and competitiveness issues;*

The project proposal fits exactly with the first above mentioned objective, because it is aimed at creating a tourism network among different businesses associations (e.g. SMEs and SPA) and support services (Chambers of Commerce, Consultancy Companies, Technology Parks) to promote a favorable environment for cooperation on environmental issues and to enhance the competitiveness of SMEs.

- *to promote an active participation of the actors who create knowledge (e.g. universities, research institutes, public and private observatories) in those tourism networks;*

The project proposal fits exactly with the second above-stated objective, because it includes in the project activities and in the network actors from the academic and research context (i.e.: University of Maribor/faculty of Organizational Sciences, Surge Centre of Coventry University, Zurko Research Center) and also public entities at a national level, such as the State Agency for Tourism of Bulgaria, at the regional, such as the Hungarian Organization “For the South East Plan” - and at the local level, such as the Municipality of Cabras “Marine Protected Area of SINIS”.

- to identify practices and tools that can help small and micro enterprises to be sustainable and competitive, to increase their level of awareness about these good and innovative practices and tools and, therefore, to foster sustainability-driven innovation in the tourism industry.

The project proposal fits exactly with the third above-stated objective, because it is aimed at identifying innovative practices, such as voluntary environmental certification and the specific tools for monitoring of the quality of water resources, in order to disseminate related positive procedures (e.g. water savings systems, Environmental Management Audit Scheme and ecolabelling for tourism products and services, etc.) among partners and other relevant actors, to introduce sustainability-driven innovation in the destination management.

#### **B.6 – LINK WITH PROGRAMME’S PRIORITIES** (f) relevance of the project to the priorities of the programme.

Among the priorities presented in the Call, this project proposal has chosen the following ones:

- ✓ Conserving and giving value to natural resources (see STEP 1 - 2 )
- ✓ Marketing techniques ( see STEP 3 - 4 and STEP 7 - 8 )
- ✓ Classification schemes, quality management schemes (see STEP 5 )
- ✓ Training programmes (see STEP 5 )
- ✓ Minimizing resource use and production of water scarcity and droughts (see STEP 9 )
- ✓ Managing change in the interests of the well being of the community (STEP 6 - 10)

The project activities, as described in the next paragraph, are designed to match these priorities, which are considered more important by the project’s Partners.

#### **C. DETAILED DESCRIPTION OF ACTIVITIES** (maximum 9 pages) please include a detailed description of each activity. (In this respect, the detailed description of activities must not be confused with the plan of action).

The Call explains that one of the following types of activities can be included in the project proposal:

- *Knowledge gathering and sharing* (e.g. on business perceptions of the sustainability agenda, the barriers they face in adapting to it and the drivers for change to which they may respond) and *research* (i.e. on market trends and perceptions, on the financial gains that can be made from sustainable management);

## **The proposal is raising the following activities to be included in this type:**

The **10 STEPS** actions will be used in a personalized way by the Partners. They can help to: • develop audits, scoping projects and preliminary assessments of tourism development potential in regions • identify tourism and natural/heritage issues which need to be considered in management, regional or business planning • develop regional natural/heritage and tourism strategic plans and action plans • assist in developing business plans for new or existing natural/heritage tourism products • foster more effective planning for infrastructure development at natural/heritage places • evaluate options and establish a stronger business case for an idea or proposal. Each Project partner will declare at the very beginning stage of the Project at which type of above listed working lines he is interested.

**STEP 1** - What do we want to do? AIM: Understand the context, clearly identify common ground or potential areas/points of conflict between those interested in the place/project - ACTIVITIES: 2 days Seminar among Project partners – OUTPUT: Country Reports to set the scene in a brief overview statement (Month 1-3)

**STEP 2** - Who needs to be involved? AIM: Identify relevant Stakeholders (who is concerned about and responsible for tourism, environment and heritage issues relating to partners place or regions) – ACTIVITIES: •interviews • public exhibitions, displays and information sheets • advisory committees • media placements seeking input – OUTPUT: Local Agreements with the “drivers/anchor actors” to develop effective, cooperative and realistic working relationships (Month 4-5)

**STEP 3** - What is known? AIM: Locate and summarize available information on the current and potential market for tourism, gathering and exchanging existing studies/source of information relevant to the local projects – ACTIVITIES: Desk Researches + 1 International Workshop. OUTPUT: Joint Report: Targeting better the demand choices and requirements. (Month 6 – 9)

**STEP 4** - What is special? AIM: Understanding and communicating the diversity - ACTIVITIES – Field Research OUTPUT: A set of best practices and offer proposals collected in the partners countries, which add value to tourism and interpretation programs using the special values of environmental diversity. (Month 9-10)

**STEP 5** – How SMEs might use voluntary classification and environmental quality management schemes to be more competitive? AIM: to enhance application of EMAS and Ecolabel schemes by touristic SMEs through basic staff training and knowledge spreading.- ACTIVITIES: 1 Training Course in each Partner Country - OUTPUT: Handbook “The preparation to EMAS and Ecolabel audit for SMEs belonging in touristic chains”. (Month 11-12)

**STEP 6** – Go ahead: AIM; to mobilize existing competences and capacity to work for sustainability beyond the local level - ACTIONS: - Collecting and Assessing Excellences coming from country partners - OUTPUT: Award for 3 SMEs which implement innovation through environmental quality / presentation of their specific practices.

**STEP 7** – Spreading the preferred options from the previous steps to be turned into actions at the network level. AIM: Dissemination and sharing experiences and strategies for network preparation – ACTIVITIES: Selection of products and preparation of network catalogue. OUTPUT: Draft of the Products Catalogue of the Network.

**STEP 8** – Tackling e-tourism, e-marketing and online sales- AIM; the overall use of ICT and e-business in enforcing the network – ACTIVITIES: 3 On-line transnational workshop to meet ICT supplier on following issues: “How to promote ICT infrastructure and e-integrated business processes; How to encourage innovation and research and development in e-tourism; “How to dis-intermediate and re-intermediate” – OUTPUT: REPORT “ICT enables tourism service providers to interact directly with consumers” – State of art among partners and next future steps.

**STEP 9** – How to develop monitoring and evaluation methods? AIM: Evaluation for improvement of sustainability to: identify the positive effects of the actions in areas; identify any negative effects; establish trends over time; and provide a feedback loop for initiating an appropriate management response. ACTIVITIES: Transnational Working Group to set up monitoring & assessment tools for the Network.- OUTPUT: Handbook on Monitoring Methodology shared and agreed among Partners.

**STEP 10** – How the actions could be further developed after the end of the project period? AIM: To focus project sustainability - ACTIONS: Final Meeting and Signature of official birth of the network. OUTPUT: Contract Agreement and Business Plan (the resources, the initiatives and the stakeholder commitment required for Implementation of next actions) for the start-up of the Consortium: “Transnational Umbrella Network for Environment and Sustainability in Tourism (TUNES-T)”.

STEP 1 - What do we want to do?	Understand the context; clearly identify common ground or potential areas/points of conflict between those interested in the place/project.	RESPONSIBLE PARTNER	OUTPUT
Activity 1.1	Preparation of research methodology and technical tools for gathering information on environmental analysis	Coventry University Applied Research Centre for Sustainable Regeneration (SURGE)	Set of research tools
Activity 1.2	Gathering information on state of art in partners country on environmental analysis  (The Initial Environmental Analysis is the verification of environmental effects generated by enterprises in their activities. In the tourism sector specific indicators and check-list are established, that can quantify the environmental effects, assign the degree of significance and determine the priorities for following actions.)	University of Maribor/ Faculty of Organizational Sciences  (Will send one graduating student in each country for 3 weeks to support preparation of Country Report)	Country Reports to set the scene in a brief overview statement
Activity 1.3	2 days Transnational Seminar among Project partners  (Partners will meet in Slovenia to exchange results and agree on final set of indicators for environmental analysis)	University of Maribor/ Faculty of Organizational Sciences/  FOC is organizing and hosting the Transnational Seminar.  Coventry University - Applied Research Centre for Sustainable Regeneration (SURGE), is preparing the Joint Report.	40 participants from partners' entities attend the Seminar.  Joint Report with recommendations.

STEP 3 - What is known?	Locate and summarize available information on the current and potential market for sustainable tourism, gathering and exchanging existing studies/source of information relevant to the local projects	RESPONSIBLE PARTNER	OUTPUT
Activity 3.1	Desk Researches on the current and potential market for sustainable tourism : Methodology is provided and researches are developed	Research Group is led by Coventry University - Applied Research Centre for Sustainable Regeneration (SURGE) - (1 Coordinator + 2 members for each Country + 3 researchers of University of Maribor/ Faculty of Organizational Sciences)	Design of Desk Research
Activity 3.2	1 two days lasting Transnational Workshop: discussion of Desk Researches, preparation of Joint Report	<p>University of Maribor/ Faculty of Organizational Sciences</p> <p>FOC is organizing and hosting the Workshop.</p> <p>Coventry University - Applied Research Centre for Sustainable Regeneration (SURGE), is preparing the Joint Report.</p>	<p>Research Group – max 20 participants - attends the Seminar.</p> <p>Joint Report: “Targeting better the demand choices and requirements”.</p>

The proposal is raising the following activities to be included in this type:

– Knowledge management (e.g. of businesses and/or local destinations based on a set of agreed performance indicators<sup>8</sup>) in order to support local destinations and businesses to follow a sustainable tourism development.

STEP 7 – Spreading the preferred options from the previous steps to be turned into market actions at the network level.	Dissemination and sharing experiences and strategies for network’s marketing preparation.	RESPONSIBLE PARTNER	OUTPUT
Activity 7.1	Selection of products	Consortium G A L Oristano PPP, in cooperation with META GROUP	Format and Frameworks tools to build the offer of sustainable touristic products
Activity 7.2	Preparation of On – line Network’s Offer Catalogue	Consortium G A L Oristano PPP, in cooperation with META GROUP	Draft of the On-line Products Catalogue of the Network.

STEP 8 – Tackling e-tourism, e-marketing and online sales-	Foster the overall use of ICT and e-business in enforcing the network	RESPONSIBLE PARTNER	OUTPUT
Activity 8.1	Analysis of existing situation (web sites used by partners, e-trade and e-marketing, etc)	ZURKO RESEARCH, in cooperation with META GROUP.	Draft Report to the partners countries
Activity 8.2	3 On-line transnational workshop to meet ICT supplier on following issues: “How to promote ICT infrastructure and e-integrated business processes; How to encourage innovation and research and development in e-tourism; “How to dis-intermediate and re-intermediate”	ZURKO RESEARCH, in cooperation with META GROUP.	REPORT “How ICT enables tourism service providers to interact directly with consumers” – State of art among partners and next future steps.

STEP 10 – How the actions could be further developed after the end of the project period?	To focus future project sustainability	RESPONSIBLE PARTNER	OUTPUT
Activity 10.1	Preparation of NETWORK’S ACTION PLAN: - one decision making meeting of representatives of each Partner	Working Group led by Coventry University - Applied Research Centre for Sustainable Regeneration (SURGE)	ACTION PLAN and Business Plan (the resources, the initiatives and the stakeholder commitment required for Implementation of next actions) discussed and agreed on.
Activity 10.2	Final Meeting and Signature of official birth of the network	ALL THE PARTNERS	Contract Agreement for the start up of the Consortium: “Transnational Umbrella Network for Environment and Sustainability in Tourism (TUNES-T)

**The proposal is raising the following activities to be included in this type:**

- Awareness raising (e.g. amongst tourism businesses, business support services, through and amongst existing trade associations at all levels) in order to stimulate peer pressure and lead by example, promoting practical success stories;

STEP 2 - Who needs to be involved locally?	Identify relevant Stakeholders (who is concerned about and responsible for tourism, environment and natural/heritage issues relating to partners place or regions)	RESPONSIBLE PARTNER	OUTPUT
Activity 2.1	In each Country the Partners are carrying out relationship with stakeholders: <ul style="list-style-type: none"> <li>• 10 to 20 interviews</li> <li>• 1 public meeting</li> <li>• printing of information sheets</li> <li>• 1 advisory committee</li> <li>• 1 media placement on the issue</li> </ul>	Each Partner of SMEs associations in cooperation with Chambers of Commerce. Each PPP Partner. Each Destination Mgt Partner.	Local Agreements with the “drivers/anchor actors” to develop effective, cooperative and realistic working relationships.

STEP 4 - What is	Understanding and communicating the diversity.	RESPONSIBLE PARTNER	OUTPUT
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special?			
Activity 4.1	Preparation of methodology for BP and benchmark analysis	University of Maribor/ Faculty of Organizational Sciences	Framework for benchmark analysis
Activity 4.2	Field Research to gather examples of BP	Each Partner of SMEs associations in cooperation with Chambers of Commerce. Each PPP Partner. Each Destination Mgt Partner.	A set of best practices and offer proposals collected in the partners countries, which add value to tourism and interpretation programs using the special values of environmental diversity.

<b>STEP 6 – Go ahead!</b>	To mobilize existing competences in the communities and capacity to work for sustainability beyond the local level.	RESPONSIBLE PARTNER	OUTPUT
Activity 6.1	Collecting and Assessing Excellences Examples coming from country partners	STATE AGENCY FOR TOURISM of Bulgaria	Evaluation Committee ( 5 members representative of Universities and Public Tourism Boards ) prepare shortlist of Excellences Examples
Activity 6.2	1 day International Conference on Sustainable Tourism and Award of 3 successful projects.	STATE AGENCY FOR TOURISM of Bulgaria	Award for 3 community projects with involvement of SMEs which implement innovation through environmental quality / presentation of their specific practices.



**The proposal is raising the following activities to be included in this type:**

– *Education and capacity building* (e.g. through delivery of targeted advice and training).

STEP 5 – How SMEs might use voluntary classification and environmental quality management schemes to be more competitive?	Preparation for application of EMAS and Ecolabel schemes by touristic SMEs through basic staff training and knowledge spreading.	RESPONSIBLE PARTNER	OUTPUT
Activity 5.1	A two-days Training Course in each Partner Country	EUROQUALITYLAB	7 Training Courses carried out for at least 30 participants attending them.
Activity 5.2	Preparation of Handbook to facilitate use of environmental certifications	EUROQUALITYLAB	Handbook “The preparation to EMAS and Ecolabel audit for SMEs belonging in touristic sector”.

STEP 9 – How to develop monitoring and evaluation methods?	Evaluation for improvement of sustainability to: identify the positive effects of the actions in areas; identify any negative effects; establish trends over time; and provide a feedback loop for initiating an appropriate management response.	RESPONSIBLE PARTNER	OUTPUT
Activity 9.1	Transnational Working Group to set up environmental monitoring & assessment tools for the Network.	Working Group led by Coventry University - Applied Research Centre for Sustainable Regeneration (SURGE) - (1 Coordinator + 1 Deputy coordinator + 2 researchers coming from the MARINE Protected AREA of SINIS + 1 member for each country)	- Several meetings in web conferences
Activity 9.2	Writing of Handbook	Coventry University - Applied Research Centre for Sustainable Regeneration (SURGE) - in	Handbook on Monitoring Methodology shared and agreed among Partners, consistent

		cooperation with the Experts of Marine Protected Area of SINIS.	with the agreed set of indicators for tourism destinations, integrated with that which might already be available at DG Enterprise and Industry.
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## D. METHODOLOGY (maximum 4 pages)

Please include a detailed description of:

(a) methods of implementation; (b) reasons for the proposed methodology; (c) how the project intends to build on a previous project or previous activities (where applicable); (d) procedures for internal evaluation; (e) level of involvement and activity of other participants in the project; (f) role of each participant; (g) team proposed for implementation of the project (*the members of the team will be presented by function; there is no need to include the names of individuals here*).

D.1) Every stage of the process of preparation of the Project Proposal so far has involved extensive dialogue and participation from all country partners. To cope with the complexity of specific issues, also project's activities designed to upgrade skills for sustainable tourism will look towards more holistic solutions based on awareness raising and the exchange of practical experiences amongst all participants, rather than on a narrower top-down approach of training.

The table above clearly presents at which stage of the process each partner will be directly involved in the activities. Furthermore, each partner in its country will join a "national working group" - that will be coordinated by one of the national partners - to perform the local activities committing also general stakeholders and national players with the highest possible effectiveness.

D. 2) The Lead Organization University of Maribor/ Faculty of Organizational Sciences and the Applied Research Centre for Sustainable Regeneration of Coventry University also have - among others - an important role to play in keeping all partners and stakeholders informed of progress and of the latest developments in the tourism sector. This information should be fed back to all those concerned in a transparent manner and on a regular basis. This will not only give individual businesses a chance to take the latest findings into account in the management of their own facilities and services, but also help to maintain general enthusiasm and momentum for the process.

There are several ways of achieving this, for instance through a regular newsletter, press releases or making studies readily available, but there is no substitute for regular face to face meetings at key stages during the implementation process.

These will not only help to air and, if necessary, iron out any possible difficulties that may have arisen before they develop into real problems, and also promote further cooperation and partnerships between the different partners and stakeholders.

D.3) The 10 STEPS actions will be used in a personalized way by the Partners. This can help mainly to include voluntary environmental audit schemes in the SMEs' practices and to:

- develop audits, scoping projects and preliminary assessments of tourism development potential in regions
- identify tourism and natural/heritage issues which need to be considered in management, regional policy or business planning
- develop regional natural/heritage and tourism strategic plans and action plans
- assist in developing business plans for new or existing natural/heritage tourism products
- foster more effective planning for infrastructure development at natural/heritage places

- evaluate options and establish a stronger business case for an idea or proposal.

Each Project partner will focus on and declare at the very beginning stage of the Project which type of the above-listed working lines it is especially interested in. The reason why the project proposes this approach is to be able to build on previous projects or previous activities, already realized by the partners in recent years on similar or complementary issues.

D.4) Benchmark surveys and other general market surveys will clearly illustrate the growing popularity of alternative forms of tourism within Europe, although no detailed market research studies can be conducted under the restricted resources available in this project in these market segments to understand how they function. Yet, to be able to develop an appropriate and sustainable tourism product it is vital to have, as a minimum, reliable data on market potential and on the target group profiles and expectations. Part of the problem undoubtedly lies in the fact that terms like 'niche' market, or 'eco' tourism, 'green' tourism or 'alternative' tourism, are not precise. On closer inspection, each one of these is made up of a very heterogeneous mix of different market segments, which attract different people for different reasons. The building up of a common understanding of concepts will be part of the required results of the project.

D.5) The following success factors have been identified from a wide range of practical examples of tourism based on natural and cultural heritage in areas where processes under environmental sustainability schemes are ongoing. These factors are very important to be included into a sustainable product and represent an example of the methodology that could be used to prepare the benchmark analysis.

*Significance:* Many local areas think that every little stone or tree can be as important as other very famous ones; usually the love for the native village is leading to this approach. All single particulars can be marketed; it will last more time and efforts (and require more investment, of course). The important factor is to be aware of the relative significance of what we want to offer – compared with other competitors - and about how much resource we have to invest.

*Distinctiveness:* This is different from significance in that it refers to all that makes one particular area distinct from another, giving it a unique selling position. All elements of the tourism chain can contribute: carefully targeted market segments, quality products and service, authenticity in the attraction, a strong local identity, etc.

*Clustering:* Natural and cultural heritage can often be scattered. One site on its own is unlikely to be of much interest, but if they can be pooled together with others, they may collectively provide enough interest to attract a critical mass of tourists. This can be done by clustering or developing itineraries.

*Branding and Networking:* Having the right tourism products is only part of the equation; potential tourists also have to be persuaded to use them. Branding is a way to encourage the customer to buy a particular product by creating an image around it. This works for tourism too: a quality label for a range of products from tourist attractions, restaurants, crafts, guides; when it is applied to many sectors it can help to create an image of the area as a whole - that of quality. Networking is another way of building up a reputation- whoever joins this network will also have the benefit of an existing marketing route and an established reputation.

*Access:* The weather and distance to the destination are deciding factors for many tourists when choosing a destination. The more remote area and the more extreme the weather, the harder it is generally to attract tourists. Particular attention needs to be paid, in these areas, to choosing the market well.

*Seasonality:* Is often a major problem for the tourism industry, but in the case of nature and heritage-based tourism it should be viewed as a challenge to be overcome. As people take shorter and more frequent holidays and the population gets older, tourists will be encouraged to explore new areas both in and out of season, particularly because the climate changes will have a strong impact on seasonality, and also thus needs to be planned for. Natural and cultural heritage, in particular, attracts markets that are not so weather

dependent. But the best value lies in offering more for the same price; this can make off-season tourism particularly attractive.

**Accessibility:** This is distinct from access, as it is about presenting the natural and cultural heritage of the area in an understandable and enjoyable way so that the tourists will be able to learn from them. If this is not done properly the tourist is unlikely to recommend the area to anyone else and be sensitive to the needs of these fragile resources.

One very useful tool for designing and managing a sustainable tourism product and how to go about designing a viable tourism facility or service (be it an attraction, hotel, restaurant, package tour, shop, etc) is the so-called SMART method.

This helps to conceive a project that is:

- \_ **Specific:** where you know exactly what you want to happen.
- \_ **Measurable:** related to clear targets which are capable of being quantified and measured.
- \_ **Appropriate:** reflective of the resources available and that is both customer-orientated and in keeping with the local environment.
- \_ **Realistic:** that has a good chance of success compared to the investment needed.
- \_ **Time-bound:** linked to a logical timetable; this specifies when each objective or critical activity will be done.

Attention will focus on ways in which particularly SMEs and individual businesses can be supported, through various coordinating structures and mechanisms, so that the overall tourism product for the destination is both coherent and dynamic. This is relevant for any stage in the tourism development process, whether at the very beginning or in an already established destination.

D. 6) The Training Modules to be done in each partner Country have the objective of giving appropriate knowledge and transfer information about how to use EMAS and Ecolabel for tourism products and services. The main contents of training modules will be:

- The organization and the formal requirements for environmental registration and trade marking,
- Benefits in terms of marketing and business organization
- Possible financial support to be found under the EU OP measures,
- International experiences in sustainable tourism sector,
- Outlining schemes for check-up of tourism companies under EMAS and Ecolabel schemes.

The Handbook for the EMAS registration and ECOLABEL aims to explain all the operational tools designed to facilitate the implementation of obligations as required by the regulations for registration and labeling with voluntary schemes EMAS Eco-label. The Handbook includes:

- checklist for environmental analysis
- checklist for auditing
- examples of environmental policies
- criteria for the selection of environmental targets
- format for the preparation of the environmental program
- examples of management procedures and operating instructions
- check-list criteria for Eco-label
- criteria and examples for the establishment of a communications programme

The start up and permanent use of an environmental management system requires the SMEs and other relevant tourism services providers to adopt a set of environmental objectives and to redesign internal work processes and activities oriented to achieving those goals. The activities will focus on supporting tourism businesses in selecting environmental objectives, specifically for the segment of the tourism industry they belong to, and in establishing the environmental program by planning and developing all the assets that can ensure correspondent monitoring and continuous improvement of the environmental performances of each business.

D. 7) A special attention will be given to the internal process of evaluation and monitoring of project's activities. The two academic institutions (University of Maribor/ Faculty of Organizational Sciences and Coventry University / SURGE) will prepare the monitoring tools and ask all partners to use them during ongoing of activities (questionnaires and gathering of quantitative information will belong to the set of tools).

An external independent evaluator will support the Steering Committee and the Project Management Task Force to evaluate gathered information.

The self-monitoring and evaluation process will concern:

- a) The methodology of the project management (quality of the organization and processes, both from the logical framework point of view and the networking development progress);
- b) The specific scope of the project (sustainable tourism promotion of different areas).

**a) The self - monitoring and evaluation of the project management will be set up and carried out by means of specific actions on the project leading team and partners' meetings at planned milestones of the project progress.**

The tools for these actions are based on the following references:

- *Quality Systems approach* :

The independent monitoring and evaluation will be conducted through the methodology proposed by: ISO 19011: 2002 Guidelines on quality and/or environmental management systems auditing. The evaluator will provide registration of conformity of the organization and project management with requirements such as those of ISO 9001 AND ISO 14001;

PDCA and Kaizen principles, to ensure the adoption of the continual improvement of the organization and processes, as specific "governance" style of the project management. The **most** important will be:

- **Benchmarking:** Originally, the word benchmarking was used in topography to indicate a distinctive sign on a wall or a tree, a stone or a building which served as a reference point for the position or the height of an observer, with respect to relieves as well as tides, floods, etc. Today it is used as a synonym of 'comparison based on the Best Practices' of an organization, firm, and team. Benchmarking has become a management instrument as it supplies information which help the public or private organization to know 'where they are' with respect to leader organizations or organizations which belong to their network and partnership;
- **Best practice:** A process for rigorously measuring your performance versus the best-in-class companies and for using the analysis to meet and surpass the best-in-class .The concept of 'Best Practices' comes from the method of benchmarking. An organization that presents a Best Practice is not necessarily the best in each area; in reality, such an organization doesn't exist. There follows the necessity and the usefulness of an exchange, someone that can show Best Practices in some given processes or performance and someone else in other processes or performances;
- **Strategic Business Area:** is the management area which represents the specific subject of benchmarking and of the Best Practices to adopt. In the case of our project, it refers to the most innovative and effective models for a quality management of tourism and for a type of marketing whose aim are to favour the growth and the choice of tourist flows in the territorial marketing activities.

- *The Logical Framework Approach (LFA)* :

It is a management tool mainly used in the design, monitoring and evaluation of international development projects. It is also widely known as Goal Oriented Project Planning (GOPP) or Objectives Oriented Project

Planning (OOPP). The application of GOPP methodology encompasses in itself the main expected results of the project, because our purposes are oriented to the capacity building of the partners in their planning and implementing the best practices of the sustainable tourism policy.

- *A Networking Process Analysis of the partners and stakeholders*

Network analysis is based on the intuitive notion that the networking processes between the members of a group or the partners of a project or the stakeholders of a programme, are important features of the quality of their interactions. Network analysts believe that the success or failure of societies and organizations often depends on the patterning of their internal structure and the larger social interactions. The so called “games’ theory” with its paradoxical co-operative/not co-operative decisions, highlights this approach.

**Evaluation of the Quality of the Interactions and Cooperative Patterns:**

	0	1	2	3	4
Reciprocity of the representative members					
Cohesion of the group					
Consistency or coherence of the partnership					
Complementary support between the participants					
Integration/System paradigm of the group functioning					
Durability of the partnership					
Loyalty/trust between the different social players					
Value sharing/vision between partners					
Dependability/confidence of each other					
Diversity management/complexity management of the “leaders”, coordinators and facilitators					
Customer oriented management of the activities					
* Other traits .....					

- 0 (no evidence at all of the indicator)
- 1 **(some traces of objective evidence of the indicator, but largely insufficient)**
- 2 (modest objective evidence, without sufficient precision and accuracy)
- 3 (good objective evidence of the indicator, with small gaps)
- 4 (excellent objective evidence of the indicator and available to be considered as best practice)

- *Monitoring and the cooperation with target groups*

Project outputs and services are provided to people. In the language of product and services management, the latter are termed “clients”. But unlike the situation on a market, the “clients” of development projects are not passive “beneficiaries of services”. They play an active role in the whole process. Combining their own efforts with project outputs and services, they aim to achieve certain goals.

Project implementation is rarely successful unless the project cooperates well with these people and their organisations. The extent to which cooperation works well will depend on the willingness of those involved to communicate with one another and learn from one another. Self - Monitoring supports this communication. It generates an ongoing process of discussion about the function and benefits of the outputs and services offered in relation to possibly changing needs and aspirations. While monitoring thus itself becomes part of cooperation with the target groups, it helps to adapt project implementation and bring it into line with the given situation, gearing it time and again to the intended impacts.

- CRM : Customer Relationship Management

In this process projects can take their inspiration from the experience of private-sector service companies. Since the latter are forced to sell their product line, service providers have a vital interest in gearing their range of services to the needs of potential customers. Thus successful companies pay a great deal of attention to establishing close customer relations. This will allow them to react flexibly to the demand, and thus boost their acceptance (and hence their market share).

Self - Monitoring encourages us to regularly look at the processes not only between the project team and the “clients”, but can encourage such assessments of impacts and processes within the target groups themselves. Projects can help to initiate suitable organisational forms (user groups, extension groups) or help existing organisations organise and develop their monitoring procedures. In this way those involved can better clarify their own objectives and can make the process of change more effective.

**b) The tools for the second type of Self – Monitoring and Evaluation process (the specific “vision” of the project purposes) are based on the following references:**

- *Social Responsibility of the Tourism and ethic certification :*

A Common Value Table to be adopted. The Social Responsibility of the tourist destinations management is part of the CSR and Ethic Certification guidelines.

Corporate social responsibility (CSR) is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. It is about enterprises deciding to go beyond minimum legal requirements and obligations stemming from collective agreements in order to address societal needs. Through CSR, enterprises of all sizes, in cooperation with their stakeholders, can help to reconcile economic, social and environmental ambitions. As such, CSR has become an increasingly important concept both globally and within the EU, and is part of the debate about globalization, competitiveness and sustainability. In Europe, the promotion of CSR reflects the need to defend common values and increase the sense of solidarity and cohesion

It aims at the improvement or the implementation of the social responsibility of the tourism in the respective areas and destinations:

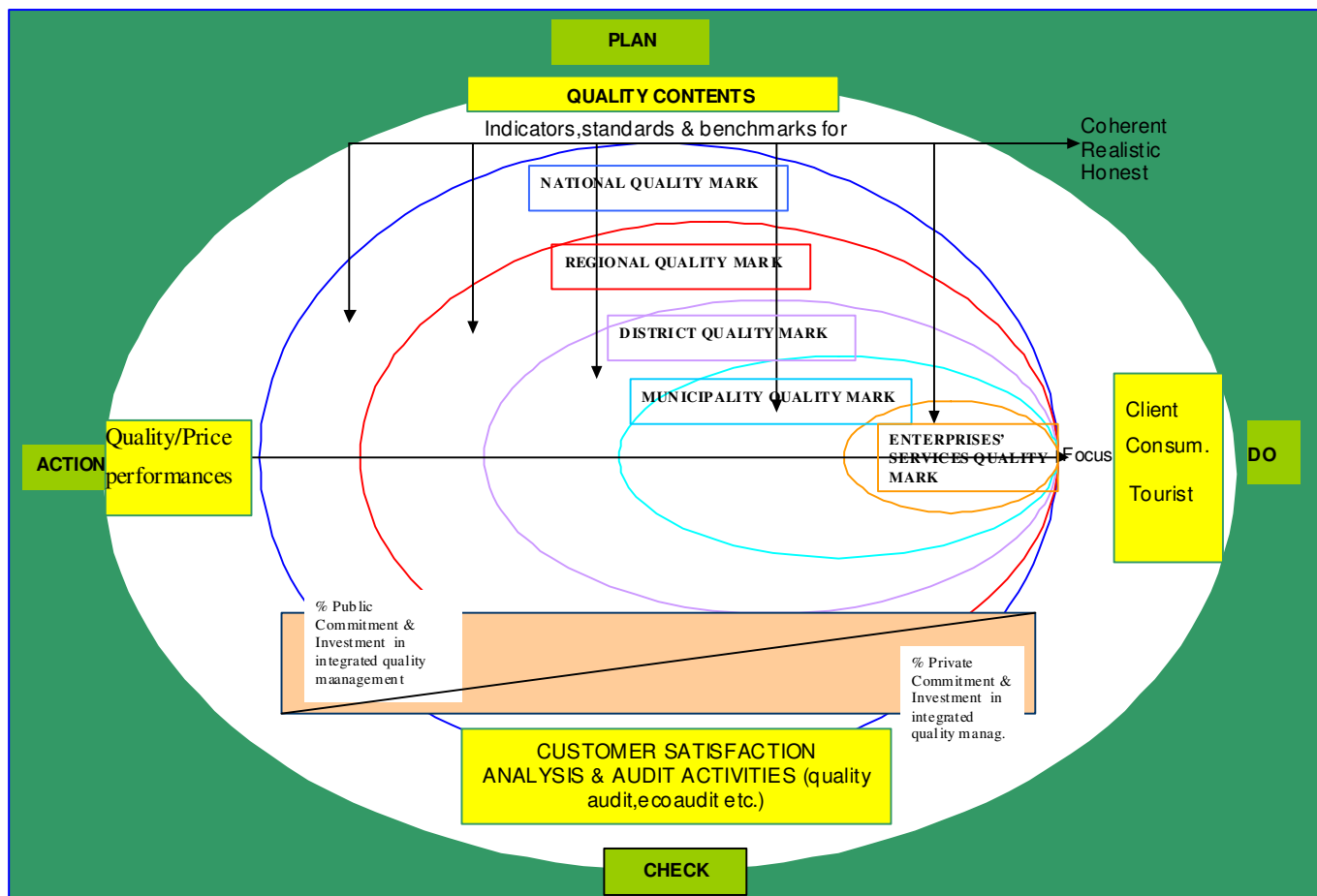
- To find the content of the requirements and responsibilities for every territorial level, according to customer expectations at that level (national, regional, district, municipality, businesses and services);
- To promote the partnership and project management actions between the different actors: along the institutional scale (national, regional and local authorities) and along the axis public/private;
- To invest financial and human resources to be able to face the challenges of quality in a global competition system;
- To adopt a continuous improvement plan, through a careful customer satisfaction analysis and appropriate measures to reinforce the strengths and reduce the weaknesses;
- To adopt all the measures for the management of emergencies & special customers’ care: extension of the individual security systems to all the collective needs, ensuring the reserves for the essential goods for survival (water, basic food, first aid etc.);

Simulations and forecasting for the dangerous events (environmental disasters, heavy pollution, weather, rain, floods, fire, terrorism etc.) and mass evacuation plans; services for the “weak-tourist target groups”: aged, diseased, handicapped, children, etc. Moreover, the sustainability of tourism needs action in the international context. Such action must address both sustainable consumption patterns, and sustainable tourism production. Regarding tourism consumption patterns it should focus on further reducing the problem of seasonality and on making tourist travelling more sustainable, in particular with regard to distance and mode of transport.

Preparatory actions are expected to make tourists aware of the ethic codes of tourism and monitoring activities are necessary after the project implementation.

The following table represents the ideal model that the working groups will adopt as a base-pattern for discussion on how to build up the indicators – following of course also the official recommendations of existing networks, such as ECOTRANS, AGENDA 21, IQM schemes, etc.

**Table 1. Integrated quality management of Tourist Destinations**



**THE Team proposed for implementation of the project**

2 Scientific Project Leaders will be provided both by University of Maribor/ Faculty of Organizational Sciences and by Coventry University, who will give a general overview of mainly issues touched by the project’s activities and methodological support to the implementing process.

ii. They will be supported by a Project Management Task Force – led by a Coordinator and supported by another researcher, both appointed by University of Maribor; the PM task force will be composed also by 1 member person nominated by each partner country.

iii. There will be a Project Steering Committee: it will consist of the representatives of each partner and it will meet at least three times during the project life cycle in any of the partner countries.

iv. One part-time technical secretariat staff will be present at the Leading Partner and at each single Partner site;

v. Reporting and Accountancy activities and Operational activities (translations, documents sharing; organizations of experts missions; organization of project activities established under different Steps, etc.) will be at the Leading Partner site, committing two part-time staff;



- vi. Activities 1.1, 1.2, 3.1, 4.1 and 9.2 will be performed under the supervision of two Senior Researchers of Turistica College of Tourism and the Applied Research Centre for Sustainable Regeneration (SURGE) at Coventry University; furthermore, the project will pay as many internships as the number of country partners to graduating students (4 weeks each one), to support the country partners in performing foreseen activities under point 1. The two Senior Researchers will also coordinate the Working Groups of Activities 3.1, 4.1, 9.1 and 10.1.
- vii. Activity 9.1 will be in charge also to the Partner Marine Area of Sinis, whose specialized expert will join the working group led by the Partner SURGE to prepare the Handbook, as in activity 9.2.
- viii. Each partner will commit two internal part-time staff for the realization of Activities 2.1 and 4.2. Furthermore, one member of each partner will attend the International workshops and meetings foreseen in Activities 1.3, 3.2, 6.2 and 10.2.
- ix. The three experts in charge of training modules and the preparation of a Handbook on EMAS and Ecolabel (ACT 5.1 – 5.2) will be appointed from internal staff of the Partner Euroqualitylab.
- x. The Partner GAL Oristano will be in charge with two staff person specialized in tourism marketing and communication to realize the Activities 7.1 and 7.2 in cooperation with the Partner META-Group, and to coordinate – in cooperation with the Lead Partner - all Communication and Dissemination activities, to which special attention will be given. Throughout the lifetime of the project there will be a strong program of dissemination. This aims firstly to promote awareness of the project among stakeholders and secondly to raise awareness of the opportunities that participating in the project could offer to them. Each partner will use the opportunity to make project presentations at any seminar, conference and exhibition that might take place during the project life – also if organized by other actors. Very clear communications will be essential at all stages of engagement with experts, public servants, stakeholders, citizen, particularly setting out aims of the project, and keeping all informed of what is happening at all stages of the delivery of the project; therefore each country project team will send regular information to prepare a monthly project's newsletter, that will be also linked in the official web site of each Partner. All project outputs will be also stored and available on them during the project life. A logo of the project will be chosen in the first Steering Committee of Partners.
- xi. The three experts in charge for analyzing the impact and opportunities of IT on the marketing of new sustainable tourism products (ACT 8.1 - 8.2) will be appointed from internal staff of the Partner Zurko Research and Meta-Group.
- xii. The Partner “State Agency for Tourism - Republic of Bulgaria” is in charge for the implementation of Step 6.1 and 6.2: two part-time internal staff will support the Evaluation Committee – whose member will be nominated among national and international experts – in the awarding process and for the organization of the final International Conference. During the Conference - under the patronage of the State Agency for Tourism - will also be signed the final Partners Agreement (Step 10.2) for the formalization of future common activities of TUNES'T Network, as presented in the Network Action Plan, prepared under Step 10.1 by the two Academic Partners (University of Maribor and Surge).

The CVs of the Project Manager and of Researchers and Experts – so as of the internal staff of partners involved in the activities - are annexed to this project description.

**E. DURATION AND PLAN OF ACTION** please indicate the duration of the project in months.

TIME SCHEDULE  ACTIVITIES	Month 1 Month 2		Month 3 Month 4		Month 5 Month 6		Month 7 Month 8		Month 9 Month 10		Month 11 Month 12		Month 13 Month 14		Month 15 Month 16		Month 17 Month 18		
<b>Project Management and PM Task Force tasks (organization, progress reporting, and accountancy) are ongoing.</b>  - Steering Committees			X					X											X
<b>Ongoing internal and external Communication and Dissemination activities</b>																			
Activity 1.1 - Preparation of research methodology and technical tools for gathering information on environmental analysis																			
Activity 1.2 - Gathering information on state of art in partners country on environmental analysis																			
Activity 1.3 - Two days Transnational Seminar among all Project partners																			
Activity 2.1 - In each Country the Partners are carrying out relationship with stakeholders: • 10 to 20 interviews • 1 public meeting • printing of information sheets • 1 advisory committee • 1 media placement on the issue																			

Activity 3.1 - Desk Researches on the current and potential market for sustainable tourism,: Methodology is provided and researches are developed																				
Activity 3.2 - A two days lasting Transnational Workshop: discussion of Desk Researches, preparation of Joint Report																				
Activity 4.1 - Preparation of methodology for BP and benchmark analysis																				
Activity 4.2 - Field Research to gather examples of BP																				
Activity 5.1 - A two-days Training Course in each Partner Country																				
Activity 5.2 - Preparation of Handbook to facilitate use of environmental certifications																				
Activity 6.1 - Collecting and Assessing Excellences Examples coming from country partners																				
Activity 6.2 - 1 day International Conference on Sustainable Tourism and Award of 3 successful projects.																				
Activity 7.1 - Selection of products																				
Activity 7.2 - Preparation of On – line Network’s Offer Catalogue																				
Activity 8.1 - Analysis of existing situation (web sites used by partners, e-trade and e-marketing, etc)																				

Activity 8.2 - 3 On-line transnational workshop to meet ICT supplier on following issues: "How to promote ICT infrastructure and e-integrated business processes; How to encourage innovation and research and development in e-tourism; How to dis-intermediate and re-intermediate".																
Activity 9.1 - Transnational Working Group to set up environmental monitoring & assessment tools for the Network.																
Activity 9.2 - Writing of Handbook																
Activity 10.1 - Preparation of NETWORK's ACTION PLAN: - one decision making meeting of representatives of each Partner																
Activity 10.2 - Final Meeting and Signature of official birth of the umbrella network																

## F. ESTIMATED IMPACT ON TARGET GROUPS

(Maximum 2 pages) Please include information on how the project will improve a) the situation of the target groups and b) the managerial and technical capacities of the target groups or the participants (where applicable).

The relationship between the terms inputs, outputs, outcomes and impact can be represented like



The inputs to our project enable to deliver outputs. These bring about outcomes, which may eventually lead to an impact.

The expected impacts on partners' organization are many and different: they are related to the single roles and functions of partners in their domain.

For project partners such as “Academic/educational establishment or permanent research entity”, the expected impacts are to take advantage in better focusing the design of educational programmes for their students on the issues of sustainable tourism, to enhance future relations with the market demand of LLL for tourism staff and to be able to prepare tailored training programmes for them.

Project partners belonging to the network of chambers of commerce will be able to spread the enhanced knowledge to future members and to be actively supporting their associate members in taking good opportunities for trade and marketing in new areas.

The Destination Management organizations and the SMEs will progress in the understanding that the voluntary schemes of certification will speed up their capacity of facing competitiveness and start the process of certification. They will also benefit of the networking activities that will enhance the quality of their offers, as also for widening their trade relations in other countries where the sustainable approach for preparation of tourism offer could be appreciate as “value for money”.

The public entities project partners will be reinforced in their believe that environmental policies in tourism are the concrete way to cope with economic growth and quality of life.

The consultancy companies specialized on innovation, research and certification will have the benefit of focusing their knowledge on the preparation of specific tools dedicated to support the tourism actors in using ICT and environmental friendly technologies.

## **G. PUBLICATIONS AND OTHER OUTPUTS .**

(Maximum 1 page) Please be specific and quantify outputs as much as possible

**STEP 1 - Seven** Country Partners Reports plus **One** Guest Country Report to set the scene in a brief overview statement –elaborated in One Joint Report

**STEP 2 - Seven** Local Agreements with the “drivers/anchor actors” to develop effective, cooperative and realistic working relationships at country level

**STEP 3 - One** Joint Report: Targeting better the demand choices and requirements (market analysis for sustainable tourism products)

**STEP 4 – One Report** on best practices and offer proposals collected in the partners countries, which add value to tourism and interpretation programs using the special values of environmental diversity and environmental voluntary certifications.

**STEP 5 – Training Materials for the 7 Training Modules**, one in each Partner Country, on Voluntary Environmental Certifications for Tourism sector

– **One Handbook** “The preparation to EMAS and Ecolabel audit for SMEs belonging in touristic sector”.

**STEP 6 – One Internal communication campaign among partners to collect excellences examples of SME or Local Authorities who use Voluntary Schemes (EMAS, Ecolabel, etc.)** to award 3 situation - cases which are implementing innovation through environmental quality.

**STEP 7 – One on line Products Catalogue** of the Network (sustainable tourism proposals prepared by the partner countries).

**STEP 8 – One Report** on the issue: “ICT enables tourism service providers to interact directly with consumers - State of art among partners and next future steps”.

**STEP 9 – One Handbook** on Sustainability Monitoring Methodology shared and agreed among Partners.

**STEP 10 – One Business Plan and Network Agreement** (the resources, the initiatives and the stakeholder commitment required for Implementation of next actions) for the start up of the Consortium: “Transnational Umbrella Network for Environment and Sustainability in Tourism (TUNES-T)”.

All the products (Methodological tools, Researches, Country Reports, Handbooks, etc.) will be also disseminated through the web sites of the Partners to be available to the professionals, to great community and to the public.

## **H. MULTIPLIER EFFECTS** (maximum 1 page) please describe the possibilities for replication and extension of project outcomes.

H. 1) The first multiplier effect is related to dissemination of knowledge and acquirments on present situation related to use of EMA schemes in Tourism SMEs.

H. 2) The following outputs will be at disposal of EU professional community in tourism and disseminated in the proper web-sites (e.g.: EU – Universities – Tourist associations, network of the Chamber of Commerce etc.):

- Handbooks coming from Step 5 and Step 9
- Country Reports
- Reports on how the ICT domain can support the SMEs to face global market challenges
- Report on Market demand for sustainable tourism products.

H.3) Prototypes of tourist products based on sustainable approach and EMA – Ecolabel schemes will be discussed during the project execution with tourist firms, chambers of commerce and industry, tourist departments of regional state administrations at specially organized workshops. Results of the project will be disseminate in partners countries using opportunities of chambers of commerce and industry, tourist departments of regional state administrations.

H. 4) The prototype of the “On Line Catalogue of sustainable tourist offers” of the partners’ consortium will be the first asset for future common working of the network, but will also be opened to other players interested in joining the network in the future.

H.5) The methodologies that will be used in the different activities of the project can be used in other contexts and situations.

H.6) The Best Practices collected in the partner countries might represent an example to be followed also by other players in other countries.

**I. SUSTAINABILITY** (maximum 3 pages) please distinguish between the following aspects of sustainability: (a) financial sustainability (How will the activities be financed after the EC funding ends?) (b) Institutional sustainability (Will structures allowing the activities to continue be in place at the end of the present project? Will there be local “ownership” of project outcomes?) (c) Sustainability at the policy level (where applicable) (What will be the structural impact of the project – e.g. will it lead to improved legislation, codes of conduct, methods, etc?)

The project will aim at the creation of a partnership / initiative which continues after the end of the project period; to this end, the Plan of Action prepared and agreed among Partners will envisage how the action could be further developed after the end of the project period, both technically and financially without EU funding.

All the institutions involved in the project are already committed with their strategic plans to improve sustainability certifications schemes in their domain. The project will improve the knowledge about practical application of these tools and spread high specialized knowledge among operators and other public authorities.

Regarding the final STEP 10.2, the following are some of the issues that may influence the final decision about how to manage the stabilization of the Umbrella Network among Project Partners and that will be clarified in the “Action Plan”:

\_ Do the areas have enough of what tourists want? If not, can the areas be enlarged to create a more attractive destination? If yes, is it sufficiently distinctive from its competitors to have a competitive edge?

\_ Are there clear markets to tap into and enough diversity to avoid over-dependence on any one sector? If not, are there other potential sources of tourists that could be explored (e.g. foreign markets)?

\_ Will there be sufficient economic gains for tourism SMEs to make the initial investments related to sustainability worthwhile?

\_ How much investment is likely to be needed to make the destination attractive (e.g. road infrastructure, restoration of historic site, hotels, training), and are there potential sources of funding available for this?

\_ Is there a strong backing from local authorities, i.e. political support, or are there other policy priorities which may conflict with sustainable tourism development?

\_ Is there a positive climate for cooperation between the main interest groups, or is there one sector or other that is strongly opposed? Is there any way to realistically win their support?

\_ Is there sufficient labor force or 'entrepreneurs' to handle the tourism products? Are there any tourism professionals to help guide the development process? Does there need to be a specific organizational structure in place to create a coherent tourism offer and to spread revenues equitably?

\_ Is there sufficient awareness and legislation to protect the fragility of the natural and cultural resources to ensure that the tourism is developed sustainably? Will these resources be given sufficient protection and are they able to raise awareness for their conservation?

# ANNEX N. 1

## DRAFT APPLICATION FORM



**EUROPEAN COMMISSION**  
ENTERPRISE AND INDUSTRY DIRECTORATE-GENERAL

New Approach Industries, Tourism and CSR  
**I1 – Tourism**

**Proposal submission set  
for financial support from the European Commission**

**ACTION N°: ENT/CIP/09/B/No6Soo**

**“KNOWLEDGE NETWORKS FOR THE COMPETITIVENESS AND SUSTAINABILITY OF  
EUROPEAN TOURISM”**

### Information on the Proposal

**Proposed acronym of the project (max 30 characters)<sup>1</sup>**

TUNES-T (Transnational Umbrella Network for Environment and Sustainability in Tourism)

**Name of the applicant<sup>2</sup>: TURISTICA COLLEGE OF TOURISM**



**1. Names of the partners (min. 3 including the applicant)! See eligibility criteria point 5 of the specifications:**

**PARTNER 1:** Fulfilling criterion “at least one of the partners must be an academic/educational establishment or a permanent research entity” (see the specifications of the call for proposal point 5.4, page 10):

1) Name: TURISTICA COLLEGE OF TOURISM

Country (Specifications point 5.1): SLOVENIA

Legal status (Specifications point 5.2): PUBLIC EDUCATIONAL INSTITUTION FOR TOURISM

2) Name: Applied Research Centre for Sustainable Regeneration (SURGE) - Coventry University

Country (Specifications point 5.1): UNITED KINGDOM

Legal status (Specifications point 5.2): Public Academic and Research Centre.

**PARTNER 2:** Fulfilling criterion “at least one of the partners must be a network already existing as a legal entity, OR, in case the network does not already exist, a consortium composed of at least 5 associations wishing to work together in a network ” (see the specifications of the call for proposal point 5.4, page 11):

EXISTING NETWORK

Name of the network:

Countries (Specifications point 5.1):

Legal status (Specifications point 5.2):

OR:

CONSORTIUM\* composed of the following associations:

3) Name(s): GAL Oristano

Country (Specifications point 5.1): ITALY

Legal status (Specifications point 5.2): Private – Public Partnership for Destination Management and Local Development

4) Name(s): AREA MARINA PROTETTA DEL S I N I S

Country (Specifications point 5.1): ITALY

Legal status (Specifications point 5.2): Public Entity for Management of the Protected Area

5) Name: METAGROUP

Country (Specifications point 5.1): ITALY

Legal status (Specifications point 5.2): Private Consultancy Company for Innovation and New Technologies

6) Name: EUROQUALITYLAB

Country (Specifications point 5.1): ITALY

Legal status (Specifications point 5.2): Private Company for Environmental and Food Analysis and Quality Assurance specialized in EMAS and ECOLABEL

7) Name(s): ITALIAN CHAMBER OF COMMERCE IN CZECH REPUBLIC

Country (Specifications point 5.1): Czech Republic

Legal status (Specifications point 5.2): NGO - Private SME Association

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\* Please, note that the consortium has to provide a memorandum of understanding/agreement at the moment of signing the grant agreement, by which the associations part of the consortium commit to co-operate, perform and fulfil, promptly and within the budget, its entire obligation under the grant agreement and its annexes.

- 8) Name(s): Tourism Association  
Country (Specifications point 5.1): Czech Republic  
Legal status (Specifications point 5.2): Private Body
- 9) Name(s): ITALIAN CHAMBER OF COMMERCE IN HUNGARY  
Country (Specifications point 5.1): Hungary  
Legal status (Specifications point 5.2): NGO - Private SME Association
- 10) Name: “FOR THE SOUTH GREAT PLAIN - Organizing Public Association”  
Country (Specifications point 5.1): HUNGARY  
Legal status (Specifications point 5.2): NGO Private Association for Management of Tourism Cluster “ Szőreg Rose”
- 11) Name: FECAMTUR (Federation Castellano-Manchega de Turismo Rural)  
Country (Specifications point 5.1): SPAIN  
Legal status (Specifications point 5.2): Public -Private Partnership for Destination management (Tourism Organization)
- 12) Name(s): ZURKO RESEARCH  
Country (Specifications point 5.1): SPAIN  
Legal status (Specifications point 5.2): Private Consultancy Company for Innovation and New Technologies
- 13) Name(s): ITALIAN CHAMBER OF COMMERCE IN BULGARIA  
Country (Specifications point 5.1): BULGARIA  
Legal status (Specifications point 5.2): NGO - Private SME Association
- 14) Name: BULGARIAN CHAMBER OF TOURISM  
Country (Specifications point 5.1): BULGARIA  
Legal status (Specifications point 5.2): Private Tourism SME Association (400 SME members) - NGO
- 15) Name: SPA ASSOCIATION  
Country (Specifications point 5.1): BULGARIA  
Legal status (Specifications point 5.2): Private Body - Tourism SPA Association - NGO
- 16) Name: CENTERKONTURA  
Country (Specifications point 5.1): SLOVENIA  
Legal status (Specifications point 5.2): Private Body specialized in “Tourism for ALL” – NGO
- 17) Name: SLOVENIAN SPAS COMMUNITY EIG  
Country (Specification point 5.1); SLOVENIA  
Legal status (Specification point 5.2): Private Body - Tourism SPA Association - NGO

#### **PARTNER 3**

- 18) Name STATE AGENCY FOR TOURISM  
Country (Specifications point 5.1): BULGARIA  
Legal status (Specifications point 5.2): Public State financed Body

**PARTNER 4** - Will participate on their own costs to the project’s activities

- 19) Name: The North-East Regional Centre for Innovation Development  
Country: UKRAINE - Legal status (Specifications point 5.2): Governmental Body for regional innovation and development  
Add more if more partners involved.

## 2. Proposal abstract (maximum 5 lines)

TUNES'T offers an awareness raising process and specific technical tools to assist tourism body in the task - which has to be developed and tested in partnership with all actors of tourism and nature interests – of integrating sustainability in the planning and management of tourism destinations and of the related offers (products and services). The project, set out in 10 steps, aims to integrate the needs of tourism, the environment and heritage when developing a tourist destination, a tourism product or managing a destination, by using the Environmental Audit Management and Ecolabel schemes.

Total Eligible Costs (in Euro)	288.655,00	EC Contribution requested (in Euro)	200.000	% EC Contribution requested	69,2%
Total contributions in kind	---	Other non-eligible costs		---	
Duration requested (in months)	18	Planned start date <sup>7</sup> (DD/MM/YYYY)		20/01/2010	

Form A/2

## 3. Objectives (maximum 10 lines)

The project proposal aims to share a common methodology to prepare a new touristic offer, based on sustainability (social, environmental, economic) or to update existing offers under this approach.

The 10 STEPS can be used by tourism operators, local government, tourism organizations, heritage managers, regional development bodies, park managers, communities, consultants and all those interested in fostering a sustainable approach to tourism with the following objectives: -for Tourism Operators: *to improve existing tourism products or identify opportunities for new products*; -for Governmental Bodies- at local and central level: *to develop plans for strategic development of local or regional tourism, and to help develop particular projects*;

-for Tourism Businesses: *to improve awareness of sustainable tourism issues among staff, in developing business plans and assist in streamlining development and approvals processes*; -for Tourism Organizations: *to identify new nature or heritage based tourism development opportunities and check that sustainable tourism policies are being advanced throughout their areas of interest*; - for Park managers, Cultural Heritage Agencies and Attraction Managers: *to ensure that cultural heritage places are effectively managed as a tourism resource and that visitor programs are sustainable*; - for Innovation and Technology Organizations: *to enhance the links between new environmental friendly technologies and tourism offer and spread information about it into tourism industry*; - for Chamber of Commerce: *to support the development of business community oriented to sustainability and environmental consistency*; - for Everyone: *to get together to discuss issues and develop common aims and tools for long-term future benefit*

## 4. Programme

The **10 STEPS** actions will be used in a personalized way by the Partners. They can help to:

- develop audits, scoping projects and preliminary assessments of tourism development potential in regions
- identify tourism and natural/heritage issues which need to be considered in management, regional or business planning
- develop regional natural/heritage and tourism strategic plans and action plans
- assist in developing business plans for new or existing natural/heritage tourism products
- foster more effective planning for infrastructure development at natural/heritage places

- evaluate options and establish a stronger business case for an idea or proposal. Each Project partner will declare at the very beginning stage of the Project at which type of above listed working lines he is interested.
- STEP 1** - What do we want to do? AIM: Understand the context, clearly identify common ground or potential areas/points of conflict between those interested in the place/project - ACTIVITIES: 2 days Seminar among Project partners – OUTPUT: Country Reports to set the scene in a brief overview statement (Month 1-3)
- STEP 2** - Who needs to be involved? AIM: Identify relevant Stakeholders (who is concerned about and responsible for tourism, environment and heritage issues relating to partners place or regions) – ACTIVITIES: •interviews • public exhibitions, displays and information sheets • advisory committees • media placements seeking input – OUTPUT: Local Agreements with the “drivers/anchor actors” to develop effective, cooperative and realistic working relationships (Month 4-5)
- STEP 3** - What is known? AIM: Locate and summarize available information on the current and potential market for tourism, gathering and exchanging existing studies/source of information relevant to the local projects – ACTIVITIES: Desk Researches + 1 International Workshop. OUTPUT: Joint Report: Targeting better the demand choices and requirements. (Month 6 – 9)
- STEP 4** - What is special? AIM: Understanding and communicating the diversity - ACTIVITIES – Field Research OUTPUT: A set of best practices and offer proposals collected in the partners countries, which add value to tourism and interpretation programs using the special values of environmental diversity. (Month 9-10)
- STEP 5** – How SMEs might use voluntary classification and environmental quality management schemes to be more competitive? AIM: to enhance application of EMAS and Ecolabel schemes by touristic SMEs through basic staff training and knowledge spreading.- ACTIVITIES: 1 Training Course in each Partner Country - OUTPUT: Handbook “The preparation to EMAS and Ecolabel audit for SMEs belonging in touristic chains”. (Month 11-12)
- STEP 6** – Go ahead: AIM; to mobilize existing competences and capacity to work for sustainability beyond the local level - ACTIONS: - Collecting and Assessing Excellences coming from country partners - OUTPUT: Award for 3 SMEs which implement innovation through environmental quality / presentation of their specific practices.
- STEP 7** – Spreading the preferred options from the previous steps to be turned into actions at the network level. AIM: Dissemination and sharing experiences and strategies for network preparation – ACTIVITIES: Selection of products and preparation of network catalogue. OUTPUT: Draft of the Products Catalogue of the Network.
- STEP 8** – Tackling e-tourism, e-marketing and online sales- AIM; the overall use of ICT and e-business in enforcing the network – ACTIVITIES: 3 On-line transnational workshop to meet ICT supplier on following issues: “How to promote ICT infrastructure and e-integrated business processes; How to encourage innovation and research and development in e-tourism; “How to dis-intermediate and re-intermediate” – OUTPUT: REPORT “ICT enables tourism service providers to interact directly with consumers” – State of art among partners and next future steps.
- STEP 9** – How to develop monitoring and evaluation methods? AIM: Evaluation for improvement of sustainability to: identify the positive effects of the actions in areas; identify any negative effects; establish trends over time; and provide a feedback loop for initiating an appropriate management response. ACTIVITIES: Transnational Working Group to set up monitoring & assessment tools for the Network.- OUTPUT: Handbook on Monitoring Methodology shared and agreed among Partners.
- STEP 10** – How the actions could be further developed after the end of the project period? AIM: To focus project sustainability - ACTIONS: Final Meeting and Signature of official birth of the network. OUTPUT: Contract Agreement and Business Plan (the resources, the initiatives and the stakeholder commitment required for Implementation of next actions) for the start-up of the Consortium: “Transnational Umbrella Network for Environment and Sustainability in Tourism (TUNES-T)”

## ANNEX N. 2

### LIST AND DATA OF PARTNERS

#### TUNES'T

#### *Transnational Umbrella Network for Environmental Sustainability in Tourism*

ACTION ENTCIPo9BN06S00 - *Knowledge Networks for the competitiveness and sustainability of European tourism*

	name of partner and legal status (private/public partnership)	requirement of the call	country	documents submitted	contact person	notes
1.	TURISTICA College of Tourism	Lead partner – Academic/Educational and Research Public Organization	SLOVENIA (Portorose )		Project Manager: Ms VANJA RANGUS <a href="mailto:v.rangus@c4i.si">v.rangus@c4i.si</a> Deputy Project Manager: MS ANA ALLEGRA <a href="mailto:ana.allegra@turistica.si">ana.allegra@turistica.si</a>	
2.	Applied Research Centre for Sustainable Regeneration (SURGE) - Coventry University	PUBLIC	UNITED KINGDOM		Mr. JOHN BEECH <a href="mailto:j.beech@coventry.ac.uk">j.beech@coventry.ac.uk</a> <a href="http://www.coventry.ac.uk/surge">www.coventry.ac.uk/surge</a>	
3.	Slovenian Spas Community, EIG	(NGO - private tourism enterprises association)	SLOVENIA		Mr. IZTOK ALTBAUER <a href="mailto:ssnz@siol.net">ssnz@siol.net</a> Ms. Blanka Podrekar <a href="mailto:blanka.podrekar@termegiz.si">blanka.podrekar@termegiz.si</a>	
4.	CENTERKONTURA ood	(NGO private body)	SLOVENIA		TITA DESTOVNIK Linhartova 51 -1000 LUBJANA <a href="mailto:Tita.destovnik@centerkontura.si">Tita.destovnik@centerkontura.si</a> TF +386 01 280 3450 Fax: +386 01 280 3451	
5.	GAL Oristano (Sardegna)	Public Private partnership for Destination Management	ITALY		Ms. TIZIANA TIRELLI <a href="mailto:tirellik@tiscali.net">tirellik@tiscali.net</a>	
6.	MARINE PROTECTED AREA OF SINIS – Isola Mal di Ventre (Sardegna)	PUBLIC	ITALY		Dr. LORENZO MASCIA Director of Marine Protected Area of Sinis <a href="mailto:direzione@areamarinasinis.it">direzione@areamarinasinis.it</a>	

	Managing Body : Municipality of Cabras (public)					
7.	META GROUP	Private Innovation Consultancy Company	ITALY		Ing. ANDREA DI ASELMO <a href="mailto:a.dianselmo@meta-group.com">a.dianselmo@meta-group.com</a>  Ms. NINA MAZGAN <a href="mailto:n.mazgan@meta-group.com">n.mazgan@meta-group.com</a>	
8.	EUROQUALITYLAB	Private EMAS-Ecolabel consultancy company	ITALY		Dr. SILVIO VALZANI <a href="mailto:valzani.marketing@euroqualitylab.it">valzani.marketing@euroqualitylab.it</a>	
9.	“FOR THE SOUTH GREAT PLAIN - Organizing Public Association”	Private Development Agency – 12 members - operating of the Szőreg Rose Turistic Cluster	HUNGARY		Dr. NAGYVARI PETER <a href="mailto:nagyvari.peter@invitel.hu">nagyvari.peter@invitel.hu</a>  Ms. LIVIA KOVACS <a href="mailto:info@darkht.hu">info@darkht.hu</a>  Tel: +36 62/443-300 Fax: +36 62/555-610 HU- 6720 Szeged, Arany J. u. 7	
10.	ITALIAN CHAMBER OF COMMERCE FOR HUNGARY	Private NGO – SME association	HUNGARY		Ms. ZSUZSANNA BARNA <a href="mailto:sportello.europa@cciu.com">sportello.europa@cciu.com</a> 1056 Budapest - Váci Utca Center, Váci utca 81. Tel.(+36) 485 0204 Fax (+36-1) 486 1286 E-mail: <a href="mailto:info@cciu.com">info@cciu.com</a> , <a href="mailto:info@olaszkamara.hu">info@olaszkamara.hu</a> Internet: <a href="http://www.cciu.com">www.cciu.com</a> , <a href="http://www.olaszkamara.hu">www.olaszkamara.hu</a>	
11.	ITALIAN CHAMBER OF COMMERCE FOR Czech Republic	Private NGO – SME association	CZECH REPUBLIC		Mr. MATTEO MARIANI <a href="mailto:matteo.mariani@camic.cz">matteo.mariani@camic.cz</a>  Ms. LIVIA ROMANI <a href="mailto:livia.romani@camic.cz">livia.romani@camic.cz</a>	
12.	ITALIAN CHAMBER OF COMMERCE FOR BULGARIA	Private NGO – SME Association	BULGARIA		Ms. TIZIANA CARLINO - Segretario Generale <a href="mailto:segretariogenerale@camcomit.bg">segretariogenerale@camcomit.bg</a> Elena Coordinatore <a href="mailto:coordinatore@camcomit.bg">coordinatore@camcomit.bg</a>	
13.	BULGARIAN TOURIST CHAMBER	PRIVATE NGO(private association of 400 TOURISM SMEs )	BULGARIA		Dr. TZVETAN TONCHEV President <a href="mailto:galabov@Btch.org">galabov@Btch.org</a> tf: +359 2 9874059 fax: +359 2 9865133 Mobile +359 88 8308650	
14.	STATE AGENCY FOR TOURISM OF BULGARIA	STATE BODY for TOURISM PROMOTION	BULGARIA		Dr. STELA BALTOVA Deputy Chiarperson <a href="mailto:sbaltova@bulgariatravel.org">sbaltova@bulgariatravel.org</a>	

					Tf: =359 2 9335814 fax: =359 2 9335812 <a href="http://www.tourism.government.bg">www.tourism.government.bg</a> <a href="http://www.bulgariatravel.org">www.bulgariatravel.org</a>	
15.	ZURKO RESEARCH	PRIVATE CONSULTANCY COMPANY	SPAIN		Ms. SABINA GIOVANNINI <a href="mailto:sabina@zurkoresearch.com">sabina@zurkoresearch.com</a>  Tlf.+34 915 21 15 88 Fax.+34 911 41 26 55 Móvil +34 600 43 63 13  C/Carmen 26; 2º Dcha 28013 Madrid SPAIN <a href="http://www.zurkoresearch.com">www.zurkoresearch.com</a>	
16.	FECAMTUR - Federation Castellano-Manchega de Turismo Rural	SME Tourism Association of 400 members.	SPAIN		<a href="mailto:info@ecoturismocastillalamancha.com">info@ecoturismocastillalamancha.com</a>	
17.	<b>GUEST PARTNER:</b>  The North-East Regional Centre for Innovation Development  (Governmental Body for regional innovation and development)		UKRAINE		Director: Dr. GUSEV VLADIMIR <a href="mailto:pvn-sh@in.gov.ua">pvn-sh@in.gov.ua</a>  TF: +380577587155 Fax: +380577587155 <a href="http://www.in.gov.ua/pvn-sh">www.in.gov.ua/pvn-sh</a>  Contact Persons: Mr. ALEKSSANDR KUZMENKO <a href="mailto:askuzmenko@yandex.ru">askuzmenko@yandex.ru</a> Eugenia Murzykina <a href="mailto:nercid@ukr.net">nercid@ukr.net</a>	

## ANNEX N. 3

### CONTRIBUTION OF PROF. ROMANO TOPPAN

#### A. COMPONENT CONCERNING THE ECOLOGICAL ACCREDITATION AND/OR CERTIFICATION OF THE TOURIST DESTINATIONS' GOVERNANCE:

The expected results of the action are mostly focused on the “transferability” exchange between all the partners involved of the tourism policies and certification or accreditation guidelines already introduced with success in many exemplary tourist destinations.

The main tested and certified sustainable tourism policies and governance models we propose to our partners for an appropriate implementation are specifically:

- HAPPY PLANET INDEX, to be aware of the environmental, cultural and social heritage and its relation with the well-being economy, for an alternative of the mere GDP “vision” and evaluation of the wealth of the nations or regions or towns
- ECOMOST, European Community Model of Sustainable Tourism, to establish an effective policy of the sustainability of the tourist destinations exploitation
- INTEGRATED QUALITY MANAGEMENT GUIDE-LINES of tourist destinations, to rule the value chain of the tourist offers and services, according to a global vision of the destinations involved, and to identify and promote a “territorial brand” as sign of the dignified part of the destinations
- AGENDA 21 OF THE TRAVEL AND TOURISM INDUSTRY, promoted by the World Tourism Organization, as model for the “bottom up” approach to the destination management, involving all the stakeholders of the tourist and local development policy in the organization and in the processes of the value chain

##### A.1. HAPPY PLANET INDEX (HPI):

It is an index that helps to measure and manage progress towards real environmental sustainability, the ecological footprint.

This accounting measures the extent to which the ecological demand of human economies stays within or exceeds the capacity of the biosphere to supply goods and services. It is a measure of the consumption of a country and its worldwide environmental impact. This Index, elaborated by the New Economics Foundation (UK), is similar to another Index elaborated by the Planet Life Economy Foundation (I): the Planet Life Economy Sustainability Index. Both aim to help people, especially the social, economic and political players (stakeholders) to evaluate the ecological impact of the human activities, tourism included. The question to which these indexes try to give a practical and effective response is: ‘How much nature do we have, compared with how much we use?’

The ecological footprint answers the most basic question for sustainable development: Visionary governments, regional assemblies and local authorities are now engaging with the ecological footprint to measure what is core and central to sustainable development. Engaging with the footprint helps them operationalize sustainable development in a way that has never before been possible. The activities will take into account a different approach to defining progress. With well-being as the ultimate end, and planetary resource consumption as the fundamental input, the goal of development is restated as delivering high levels of well-being within the constraints of equitable and responsible resource consumption. The Happy Planet Index (HPI) reflects the extent to which countries succeed in achieving this goal.



## A.2. ECOMOST: European Community Model of Sustainable Tourism

In order to test and analyze examples and improvement practices in the management of tourist destinations, the most appropriate model of interpretation seems to be the ECOMOST model - European Community Model of Sustainable Tourism - which summarizes the approach inspired both to the Green Book on Tourism of the European Community (1995) and to the Agenda 21: the sustainable tourism is identified and confirmed according to an approach that foresees the integrated arrangement of all the protagonists of the system represented by the tourist destination.

The fundamental matters the ECOMOST model tries to give a precise answer to are:

- ✓ What role tourism should play in the country
- ✓ What is the value of its economic, social and cultural potential
- ✓ What are the limits and the obstacles
- ✓ How should resources be managed and how to settle priorities
- ✓ What is the most appropriate set of rules framework
- ✓ What is the most appropriate political framework

The fundamental point is the achievement of a sustainable development and the adoption of the most appropriate "instruments" to carry it out through tourism.

The assumptions of ECOMOST (and ours as well) are:

- ✓ A strong ability in reading and explaining statistical data and previsions
- ✓ A better and more resolute consciousness of the policy, above all regional and local, of the value of tourism as a propeller of sustainable development
- ✓ An integrated view of the tourist destination at least on a district scale
- ✓ A constant attention to intercept the Best Practices, or the positive applications of models of sustainable tourism development, integrated and satisfactory for the consumers

The sustainability ECOMOST model makes reference to is at the same time: economic, ecological, cultural and social. This is in line with the trends of Agenda 21 and the directories included there.

The requirements supported by ECOMOST model for the success of the tourist destinations in the long term are:

- ✓ that the resident population gains a benefit of welfare and wealth and keeps its own cultural and social identity
- ✓ that the environment (the landscape, the site, the rural context) remains an attraction for tourists and visitors
- ✓ that nothing is allowed or done to degrade or pollute the territory
- ✓ that there exists an efficient and coherent political or governmental framework (of the area, of the district, etc.) or clear and respected laws, efficient proceedings of integrated planning and the transparency and the bottom up (involvement) of the protagonists of the system in the implementation of the actions.

As for the checklist of the dangers that haunt the pursuit of sustainable tourism, the ECOMOST model is very explicit, in the sense that the following phenomena appear as indicators of "decline" (or danger):

- ✓ Permanent migration of the residents from the destination places outwards
- ✓ The occupation index of the accommodation facilities is decreasing without reliable short-term explanations
- ✓ The level of the professional quality of the employees is low or decreasing
- ✓ The level of micro criminality is increasing
- ✓ The level of customers' segmentation is rough and excessively heterogeneous
- ✓ Local transport services are inefficient and the private traffic excessive

- ✓ Capacity is stressed too much in some moments and the seasonal distribution is concentrated too much
- ✓ The average age of the accommodation facilities or the year of the last restoration are too high

And so on. We think we can express an assessment of the potential of a tourist destination through this model and to understand accurately the limits and the ties that keep it separate from a possibility of success within its competitive system.

In this framework and only with these requirements, the increase of tourist flows becomes a *powerful means for the local leaders and for the same residents to appreciate and love their territory, to preserve it and suggest it as an accessible and enjoyable reality, as a symbol of the quality of life and hospitality.*

### A.3. INTEGRATED QUALITY MANAGEMENT GUIDELINES of tourist destinations

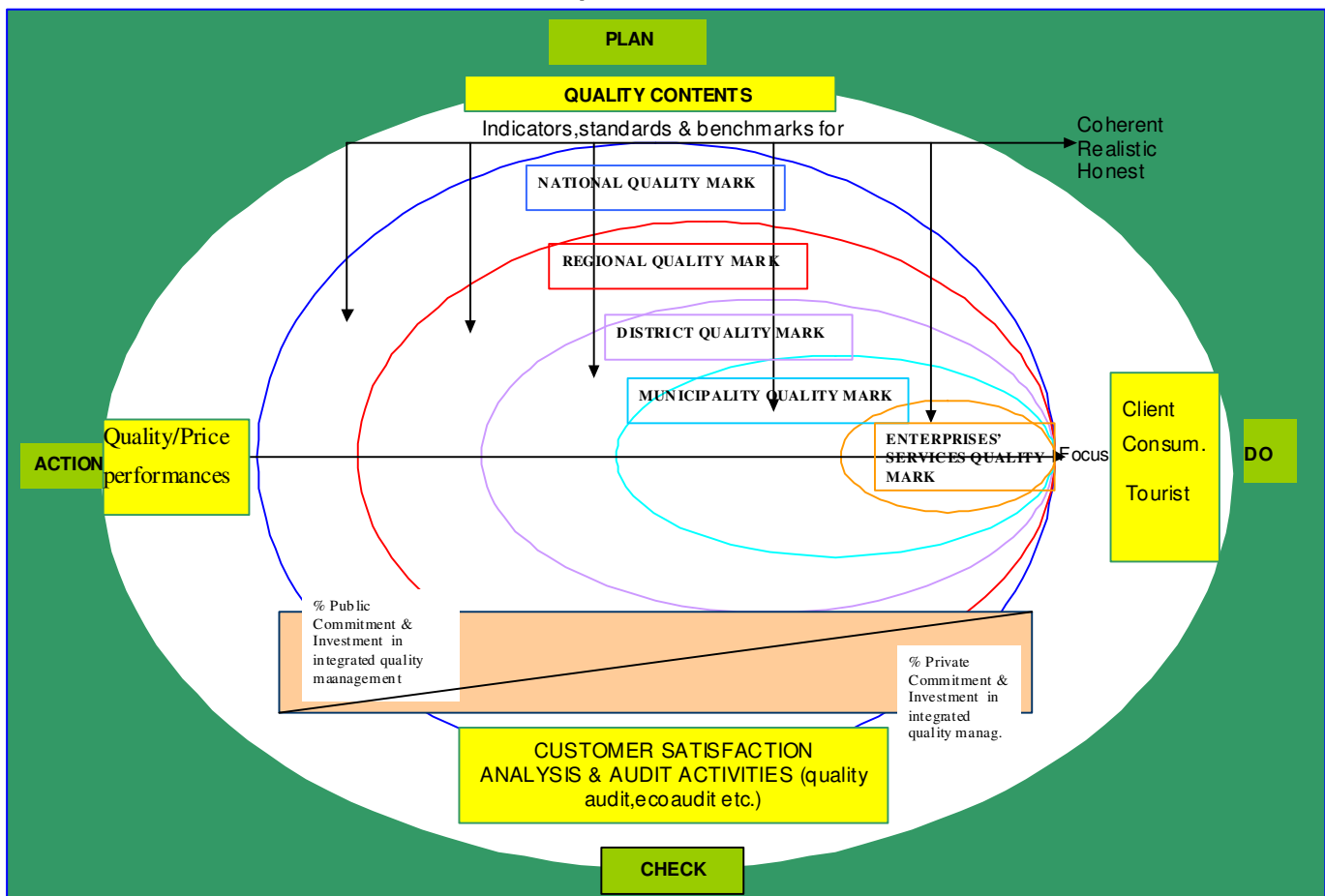
The starting model suggested by IQM is an INPUT-OUTPUT analysis, conceived at the level of the cycle of tourist activities (SUPPLY SIDE) and at level of PROSUMER cycle (demand) according to the sequence of the value chain: in tourism all the components of the value chain need almost equivalent quality to ensure quality for consumer.

We have two questions to put in this field to the actors in tourist sector and both correspond to basic tourist expectations as well:

- ✓ How to be sure that destinations' claim is ensured before purchasing them?
- ✓ How to define the "equivalence" of the quality for all the components of the value chain in the production processes of the offers?

Quality system in tourism is quality "of" the system. This is the reason why we have to design a model for the integrated quality management of tourist destination as a "global" quality strategy or policy at different levels : from local to global, from direct services in the hospitality single businesses to a general service of the whole country, as described in Fig. N.1:

**Fig. n.1: The integrated quality management of the tourist production/consumption: the quality mark and certification of each component of the value chain in tourism**



## Comments:

Just to clear the meaning of the figure, we consider:

- consumer is the focus of the system
- hospitality is a continuum from host structure ( whatever it may be ) to the state or nation (host state or nation )
- every player of this continuum should adopt a quality policy ( brand or trade-marks ) with their relevant norms, requirements and standards
- the main rule to be considered for quality is the Deming loop or wheel : plan, do, check, action
- quality / price is not only a business's matter, but is the result of the global performance of all the players along the axis do-action of the Deming wheel
- Contents of the quality requirements and customer satisfaction analysis are the hinges of the axis plan-check of the Deming wheel
- Requirements and standards must be realistic, honest and tangible, especially when communicated
- Integrated quality management (responsibility, investment, commitment, financing, promotion, services etc.) involves everyone in all the organizations concerned or players in different intensity, according to a continuum from state (nation) to host structures: more public than private at the left side of the model, balanced between public and private in the center of the model, more private than public in the right side of the model.

Finally, we draw the attention to the fact that graph proposed has two not separable axes of action to be implemented for successful integrated management of tourist destinations:

- a) **Axis PLAN – CHECK (AUDIT):** it is the axis of the “branding “, that’s the “dignified part of destinations “. Everything is involved in planning and improving the quality “ marks “ through specific and appropriate indicators, rules, standards and benchmarks. We “ create “ quality design and we “verify “ in progress its **compliance** conformity, thanks particularly to customers ;

Axis DO – ACTION: it is the axis of the “delivery “, that’s the effective offer and its price (quality offer and related price are not separable as well for successful advertising, trading and sales actions).

This happy combination represents a great topic on which future challenges will be played, and the process of quality mark of the different businesses will be integrated by the process of quality mark of the products of the area as a whole, that’s the territorial Product, or PRODUCT/SYSTEM.

The stakeholders involved are both public and private and each of them has to establish its own “quality” programme and design, with all the processes required, and a “global” vision of Integrated Quality Management, as already mentioned.

The most important result of the integrated quality management of the tourist destination is to be able to define and promote the AREA QUALITY MARK-

It is a more and more increasing the tendency of today’s tourist market which acts on tourist destinations as if they were a holistic or an ‘integrated product’, to which a characteristic mark should be given and used in promotion and communication policies as a meaningful code of the characteristics, quality, inimitability of an area within the competitive system (in our case the tourist streams market). It is the result of the so called ‘territorial marketing’, which seems to be a more suitable method for the tourist promotion following the already mentioned aspects of a global and tourism -integrated approach, according to the chain of values that appears and unfolds in this field. It is a kind of USP (Unique Selling Proposition), through which traditional marketing emphasizes the uniqueness of a product to mark the difference between this and other products in the consumer’s eyes and to motivate him to see the advantages of his purchase.

This proposition is suggested for a work in progress. The research must go on, and this framework could be a starting point for an integrated approach to quality of tourism from every point of view at the different levels of the value chain. The duties to be accomplished are:

- to find the content of the requirements and responsibilities for every territorial level, according to customer expectations at that level ( national, regional, district, municipality, businesses and services )
- to develop a congruity of the different brands and marks in every action: promotion, information, communication, urban planning, conservation policies, new buildings, etc.
- to promote the partnership and project management actions between the different actors : along the institutional scale ( national, regional and local authorities ) and along the axis public/private to invest financial and human resources
- to be able to face the challenges of quality in a global competition system
- to adopt a continuous improvement plan, through a careful customer satisfaction analysis and appropriate measures to reinforce the strengths and reduce the weaknesses.

#### A.4. AGENDA 21 OF THE TRAVEL AND TOURISM INDUSTRY

The adoption of Agenda 21 in tourism, as WTO suggests in its documents, could be considered one of the best expected results of our project.

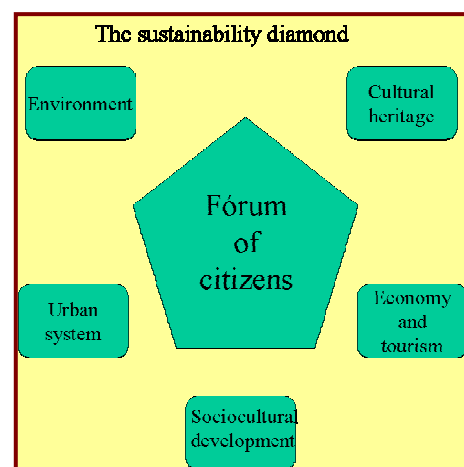
For the sustainability of tourism production, local authorities and the tourism private sector are the key stakeholders. They have to formulate their own Integrated Quality Management programme at the local or subsector levels. To this end, they need specific orientations and guidelines as a result of a multi-stakeholder voluntary process broadly based on regional, local and non-public stakeholder involvement. Bodies representing the tourism industry, regional and local authorities and civil society interests need to involve themselves with commitment in this process, contributing with their knowledge, experience and views and promoting the messages to public and private players at the various territorial levels.

The adoption of the Local Agenda 21 is a tool for the bottom up governance and aims to achieve the following objectives:

- Prevention: through a strategic and long-term view, avoiding destruction of the natural resources of the territory and adapting the products to the emerging values
- Revitalization: by enhancing the value of and reusing the existing architectural and building heritage, restoring the urban network and road system, as well as the external image of the city and sites, protecting cultural and natural heritage, create value with suitable and compatible investments
- Diversification: the economy cannot be only tourism-oriented, it is necessary to revitalize the hinterland economy (i.e. pastoral, rural, and woodland), create activities which can make tourism flows and jobs less seasonal.

The ‘political’ and social model adopted by the local Government is called ‘diamond of sustainability’: this is an example of a bottom up approach and of respect for subsidiarity. In the middle of the diamond there is the citizens and consumers’ ‘Forum’ and the 5 terminal points are represented by:

- environment
- cultural heritage
- urban system
- social and cultural development
- economy and tourism.



The planning development is considered from three different points of view: risk (present), tendency (desirable), and future (renewal and intangible values).

All the resources (water, energy, etc.), mobility (internal and external transport), the environment (rural, urban, waste disposal, quality of bathing waters, etc.) are analyzed and monitored with precise parameters and pre-established objectives.

The long-term strategic results of the action are 10:

- To contain human pressure, to limit growth and to foster a complete rehabilitation
- To foster integration, coexistence and quality of life of the resident population
- To protect the natural heritage
- To restore the historical, cultural and natural heritage
- To encourage a complete rehabilitation of residential and tourist areas
- To improve the quality of life in tourist destinations
- To improve public transport. To encourage walking and cycling
- To introduce sustainable management in environmental key factors
- To diversify the economy and to invest in knowledge resources
- To innovate the municipal management

## **B. COMPONENT CONCERNING THE ECOLOGICAL ACCREDITATION AND CERTIFICATION OF THE PRODUCTION AND CONSUMPTION PATTERNS IN THE TOWNS AND TERRITORIES INVOLVED:**

### **B.1. ECOLABEL**

As measure for the ecological protection of the local produces and orientation to the certification of the greening trademarks

- ECOAUDIT, as tool for the steady monitoring of the policies adopted and “greening” observatory for the environmental, social, cultural and economic impact of the activities.
- GREENING SHOPS AND SAVING COSTS GUIDE OF UNEP, as tool for the change of the consumption patterns, especially in the **urban milieu and retail sector**
- TRANSITION TOWNS MODEL: becoming a Transition Town, City, District, Village, Community or even Island, we can deeply change the present running process of energy waste and consumption, especially oil and its derivate.

### **B.2. ECOAUDIT**

The term used to define the EU system of eco-management and audit (EMAS) contained in the EEC Regulation n. 1836 of 29th June 1993 ( first time ), revised by the **Regulation n.761 of 19<sup>th</sup> March 2001**. The five most important reference sectors for its application are:

- Industry
- Energy
- Transport
- Agriculture
- **Tourism**

This system introduces an even more sophisticated and advanced method than EIA (Environmental Impact Evaluation) and gives a territory the opportunity to involve all the working activities in a voluntary programme of Best Practices in the environmental management. Moreover, EU introduced the Strategic Environmental Evaluation

### B.3. ECOLABEL

It is recognition, introduced by the EEC Regulation 880/92 of 23rd March 1992, revised by the EEC Regulation n. 1980 of 17<sup>th</sup> July 2000, which establishes a community scheme to assign an environmental quality mark. As the eco-management and audit systems, even the eco-label promotes a policy of environmental responsibility of the producer and the seller as well as of those who buy the product.

It is being widely applied in the tourist sectors all over Europe; a pilot example has been the “grüne Koffer” (green suitcase) worked out by the Ökologischer Tourismus in Europa to identify the types of compatible and socially responsible tourism. Strict evaluation criteria take into consideration the environmental policy of hotels, camping-sites and restaurants, but also of travel agencies and tour operators: the award of the precious seal or mark certifies their commitment in the protection of the natural environment, resources and local culture.

### B.4. GREENING SHOPS AND SAVING COSTS GUIDE OF UNEP

The retail sector has become the heartbeat of modern lifestyles around the world. Due to their unique position in the supply chain - being the hubs for consumers and producers - shops play a very important role in facilitating a shift towards sustainable consumption and production patterns (SCP).

Increasingly retail companies are implementing sustainability strategies or adopting environmental management schemes for their own internal operations. Many of them also green their supply chain and inform customers about what they do in this field.

First of all: being environment-friendly or sustainable does not have to be costly! “Greening shops” can result in substantial savings and benefits for retailers.

The emphasis is really on how retailers can proactively manage their operations in line with the notion of sustainability, thus saving costs and enhancing the profitability of their stores.

The Guide of the UNEP is the “reference manual” for this accreditation system. Its main steps are:

“Retail Sector and Sustainability”:

it highlights the effects of changing lifestyles and overconsumption, and underlines the importance of SCP for sustainability in the retail sector.

“Managing Sustainability in Retail Operations” provides a step-by-step approach for implementing Cleaner Production (CP) and Environmental Management Systems (EMS) in retail stores. Here, the methodological framework based on Plan-Do-Check-Act (PDCA) cycle is supplemented by simple tools and techniques to help the stores in minimizing the environmental impacts of their operations and realize cost savings.

“Suppliers and Sustainability” highlights interesting tips on how the stores can work with their suppliers for sourcing environment-friendly products and for “greening the supply chain”.

#### Good Housekeeping

One way of practicing good housekeeping is by using the Japanese 5S approach. 5S is a set of workplace management techniques that focuses on improving and maintaining processes, equipment, workplaces and people. 5S stands for the following Japanese words:

1. **Seiri** means sorting out what items are necessary and dispose of those that are unnecessary
2. **Seiton** means arranging the necessary items in a systematic manner. This means having items in the right places or the right layout, so that the items can be retrieved when needed. It is a way of eliminating unnecessary searches
3. **Seiso** means cleaning and inspection. This step ensures that items can be kept clean and in good functional condition
4. **Seiketsu** means improvement and standardization. This process is continually repeated until the required standard is achieved
5. **Shitsuke** means self-discipline and doing what has been decided as a habit. By teaching everyone what needs to be done and having everyone practice 5S, bad habits are got rid off and good habits are cultivated

“Consumers and Sustainability” features some inspiring ideas and case studies on how to involve customers through effective communication and advertising campaigns to ensure the recognition and success of retailers' sustainability practices.

All the urban destinations and historical centers involved in the project, will sign a common commitment to organize their retail sector according to the greening shops and saving costs guide.

## **B.5. TRANSITION TOWNS MODEL:**

In response to the twin pressures of Peak Oil and Climate Change, some pioneering communities in the UK, Ireland and beyond are taking an integrated and inclusive approach to reduce their carbon footprint and increase their ability to withstand the fundamental shift that will accompany Peak Oil.

Transition Town Model provides a strategy for transitioning to a lower energy future and to greater levels of community resilience.

This proposal and best practice comes from the Transition Network, a charity recently formed to build upon the groundbreaking work done by Kinsale, Totnes and the other early adopters of the Transition model.

The goal of the model is to inspire, inform, support, network and train communities as they consider, adopt and implement a Transition Initiative and a range of materials, training courses, events, tools & techniques are already available to support capability to help the communities to join such an outcome.

A draft set of criteria will drive our action with the partners to embark on this path to a lower energy future. These criteria are developing all the time, and certainly aren't written in stone:

1. an understanding of Peak Oil and Climate Change as twin drivers (to be written into your group's constitution or governing documents)
2. a group of 4-5 people willing to step into leadership roles (not just the boundless enthusiasm of a single person)
3. a potentially strong connection to the local council of every partner
4. a commitment to network with other communities in Transition
5. minimal conflicts of interests in the core team
6. a commitment to strive for inclusivity across your entire initiative.

### **Effects of the quality & sustainability approach to the tourist sector:**

Strategy for quality in tourist sector produces much more impressive and wide effects than any other sector, not only for the number of the players concerned, but also for the radical turnabout in many aspects of our vision and lifestyle :

tourist sector requires a clear plan and strategy about environment, cultural resources, heritage and self-esteem of countries and people;

quality of tourism involves not only the survival, but rather the renaissance of many local, typical and minor economies, which are disappearing or vanishing under the huge hits of the industrial and financial economy ; memories and identities of the small communities, often marginalized and underrated, are able to renew the production of the time lost and rediscover forms of happiness already forgotten : time is, in tourism, the main resource to be spent at present ( past doesn't exist anymore, future is not yet possible ). Nevertheless, tourist experiences could allow being contemporary to the past (less frequently to the future) in form of emotion.

Basic condition to join these effects is quality: meeting then exceeding customer (visitor, traveler, and tourist) requirements and expectations, above all **to live the time, according to the “time” and values of the people concerned and cultures involved, according to cross-cultural approach.**

## C. LOGICAL FRAMEWORK:

The relation between the objectives, expected results, activities purposed and competencies, roles and stakeholders involved, could be explained with the following framework:

OBJECTIVES	EXPECTED RESULTS	ACTIVITIES PURPOSED	COMPETENCIES AND STAKEHOLDERS INVOLVED
Using resources in a sustainable way	The term “resources” includes natural resources (water, energy, landscape, biodiversity etc.), as well as, socio-cultural resources. For natural resources, water and energy are the key concerns for sustainability since both are extensively used by the tourism industry in the host areas. Additionally, in the Mediterranean area these two resources are in scarcity. Biodiversity		
	Renewable resources (solar, wind, etc.) used in tourist accommodations as a percentage of total fuels used	To introduce solar and wind infrastructures	<ul style="list-style-type: none"> <li>▪ Public Authorities</li> <li>▪ Building Industry</li> <li>▪ Crafts Association</li> </ul>
	Water consumption per tourist (or bed or night)	Ratio of water consumption for domestic, tourist and agricultural us	<ul style="list-style-type: none"> <li>▪ Hotels and Catering Industry</li> <li>▪ Farms</li> </ul>
	Energy consumption per tourist (or bed or night)	Ratio of energy consumption for domestic, tourist and industrial use	<ul style="list-style-type: none"> <li>▪ Hotel and catering Industry</li> <li>▪ Employers Association</li> <li>▪ Forum of citizens</li> </ul>
	Existence of procedures for continuous monitoring and measuring of the quality of the swimming water	Number of samplings of swimming waters exceeding safe limits, as these are defined by the EU	<ul style="list-style-type: none"> <li>▪ Public Utilities concerned</li> <li>▪ Chambers of Commerce</li> </ul>
Reducing overconsumption and waste	This principle has a two-fold dimension: a) saving the resources from over-consumption and b) reducing the pressure on the environment resulting from the waste disposal and treatment.  Focus is given on sustainable practices used and responsible behaviour		
	% of recycled waste and materials which can be recycled and receive this kind of treatment	Ratio of recycled waste and materials more than 50%	<ul style="list-style-type: none"> <li>▪ Public Authorities</li> <li>▪ Public Utilities concerned</li> <li>▪ Enterprises of all the sectors</li> <li>▪ Forum of Citizens</li> </ul>



	% of water recycled	Ration of recycled water more than 80%	<ul style="list-style-type: none"> <li>▪ Public Authorities</li> <li>▪ Public Utilities concerned</li> <li>▪ Enterprises of all the sectors</li> <li>▪ Forum of Citizens</li> </ul>
	Number of hotels, restaurants and other places offering tourist services which have enacted environmental sound systems for eliminating overconsumption of resources and waste generation as percentage of all establishments	<p>Ratio of commitment of the hotels, restaurants and other places offering tourist services: more than 50%.</p> <p>To introduce the “footprints account”, that’s the index of the resources consumed for the production or consumption</p>	<ul style="list-style-type: none"> <li>▪ Hotel and catering Industry</li> <li>▪ Associations of the consumers</li> <li>▪ Chambers of Commerce</li> </ul>
<b>Maintaining diversity</b>	Diversity is a multifaceted aspect and includes biodiversity, socio-cultural diversity as well as, diversity in terms of products offered to the tourists. The latter is examined on the next principle. Focus is given on protection actions and research taken.		
	Number of special interest natural sites under protection Vs. to those without any protection	To undertake measures for a technical assistance and transfer of best practices in the conservation of protected areas, according to the model of the Community Interest Sites	<ul style="list-style-type: none"> <li>▪ Public Authorities</li> <li>▪ Universities and Research Centers</li> </ul>
	Number of special interest cultural sites under protection Vs. to those without any protection	To undertake measures for a technical assistance and transfer of best practices in the conservation of protected areas, according to the UNESCO Convention	<ul style="list-style-type: none"> <li>▪ Public Authorities</li> <li>▪ Universities and Research Centers</li> </ul>
	Number of endangered/threatened species on the region	To undertake measures for a technical assistance and transfer of best practices in the conservation of species according to the Bern Convention of COUNCIL OF EUROPE	

<b>Integrating tourism into planning &amp; Marketing tourism responsibly</b>	On this section are examined jointly two principles –“Integrating tourism into planning” and “Marketing tourism responsibly”- as marketing is a part of integrated tourism planning.		
	Tourists perception for the place they are visiting –questionnaire based	Customer satisfaction analysis	<ul style="list-style-type: none"> <li>▪ Consumer association</li> <li>▪ Chambers of Commerce</li> </ul>
	The awareness of the tourists who know the ethic codes of tourism	To join a high % of aware tourists who know the ethic codes of tourism, through seminars, booklets, campaigns, video etc.	<ul style="list-style-type: none"> <li>▪ Hotel association</li> <li>▪ Forum of citizens</li> </ul>
<b>Supporting local economies</b>	Supporting local economy is believed to be essential in any economic activity. Issues such as over-dependence on tourism and revenues for the locals should be under consideration		
	Employment in tourism as a percentage of total employment	To set up and carry out initiatives of training and empowerment of local manpower	<ul style="list-style-type: none"> <li>▪ Hotel and restaurants association</li> <li>▪ Vocational Training Centers</li> </ul>
	Revenues generated by tourism as a percentage of total revenues generated in the area	To favour the local development and use of the added value  Number of research studies on the profitability of the industry / number of research studies on the impacts of tourism	<ul style="list-style-type: none"> <li>▪ Public Authorities</li> <li>▪ Economists</li> <li>▪ Chambers of Commerce</li> </ul>
<b>Involving local communities &amp; Consulting Stakeholders and the public</b>	“Involving local communities” is examined along with the principle “Consulting stakeholders and the public” as they are actually expressions of the need for communication, information and experience exchange. Applying this kind of methods, it is believed to better succeed in implementing sustainable development, rising awareness and spreading of information.		
	Existence of educational/informational programs for the public	Promote initiatives of information, especially in the schools	<ul style="list-style-type: none"> <li>▪ Public Authorities</li> <li>▪ Schools and Education Systems</li> </ul>
	Number of local meetings to discuss issues before policies are implemented	To favour meetings, assemblies, conferences and other activities attracting interest in tourism and sustainable	<ul style="list-style-type: none"> <li>▪ Forum of citizens</li> </ul>

		development research organized locally	
	Public-private partnerships/investments	To integrate the public investment with private participation	<ul style="list-style-type: none"> <li>▪ Public Authorities</li> <li>▪ Employers</li> <li>▪ Banks</li> </ul>

Note : all these components of the framework will be the main subject of the meetings, workshops and benchmarking exchanges of the project : at the end of the project, a Manifesto will be subscribed by all the partners, containing the commitment to pave the way of the tourism policies according to the vision and the expected results of the framework.

The action plan of the project will be aligned to these purposes.

## D. COMPONENT CONCERNING THE METHODOLOGIES ADOPTED FOR ALIGNING THE PARTNERS' POLICIES AND BUILDING THE NETWORKING STRATEGY:

### D.1. EASW: 4 seminars

- 1 on the swot analysis of the destinations (strengths, weaknesses, opportunities and threats),
- 1 on the "vision" of the expected development of the destinations
- 1 on the sustainability programmes and implementation
- 1 on the tourist investments fitting to the original territorial vocation

*Congruity of the tool with the expected results of the project:* The European Awareness Scenario Workshop (EASW) Initiative was launched by the European Commission DG XIII D in 1994 as a pilot action to explore new possible actions and social experiments for the promotion of a social environment favouring innovation in Europe. The initiative focused on two particular fields of action which, in the opinion of experts, should benefit the most from the introduction of the European dimension:

Assessing the transferability of best practices between different cultural and political contexts, including identification of conditions for success.

Identification and further development of instruments and tools to support the know-how transfer processes.

Launched in 94, a diagnostic phase associated, under EC coordination, an international team of researchers and four European cities. The experts, authorities, technology, economic actors and residents from the cities were requested to assess the meaningfulness of the methodology for their own contexts as well as the necessary improvements to optimize its effectiveness and dissemination potential. More than 200 people were involved at that stage.

Along 95 and 96 the original set of materials (the EASW package) has been tested and optimized with the contribution of DG XI D and its **Sustainable Cities Campaign**. A number of cities have made use of it for awareness campaigns and planning for sustainability. Furthermore, some successful initiatives have been launched by active groups in cities with independence from EC. The conclusions of this phase confirmed the flexibility of the methodological package.

The central theme of Urban Environment, together with the awareness workshops method were adopted for a test case. From one side, the local/regional context appeared as one of the most appropriate for raising public awareness and articulating demand around scientific and technological options, from the other, the method associates the main social actors in the city in view of the formulation of a common vision for **sustainable development**.

Through this initiative, the Commission intends to provide actors of innovation (cities in this particular case), with instruments and tools that they can use in a rather independent way. The adoption of common

methodologies contributes to the establishment of a networking process changing the potential obstacles like linguistic and cultural diversity into opportunities.

## D.2. BENCHMARKING:

3 workshops (3 Referent of the benchmarking to be selected, for distinguished areas of transferable excellence)

- 1 on the best practices adopted in
- 1 on the best practices adopted in
- 1 on the best practices adopted in

*Congruity of the tool with the expected results of the project:* The concept of 'Best Practices' comes from the method of benchmarking, which is used by the management sciences and the systems of quality.

Originally, the word benchmarking was used in topography to indicate a distinctive sign on a wall or a tree, a stone or a building which served as a reference point for the position or the height of an observer, with respect to relieves as well as tides, floods, etc.

Today it is used as a synonym of 'comparison based on the Best Practices' of an organization, firm, and team. Benchmarking has become a management instrument as it supplies information which help the managers of a public or private organization to know 'where they are' with respect to leader organizations or organizations which belong to their competitive system and which are better than theirs.

## D.3. GOPP:

4 workshops

- ✓ 1 on the Agenda 21 and its feasibility
- ✓ 1 on the simulation game of the Agenda 21 functioning and implementation
- ✓ 1 on the urban tourism of the partners involved, their capabilities and projects
- ✓ 1 on the rural tourism and its resources and capabilities, especially on the possible networking between rural villages for the families' accommodation programme and typical local produces marketing
- ✓ 1 on the creation of the greenways and ecological paths and tracks with low capital investments

*Congruity of the tool with the expected results of the project:* **The Logical Framework Approach (LFA)** is a management tool mainly used in the design, monitoring and evaluation of international development projects... It is also widely known as Goal Oriented Project Planning (GOPP) or Objectives Oriented Project Planning (OOPP). The application of GOPP methodology encompasses in itself the main expected results of the project, because our purposes are oriented to the capacity building of the partners in their planning and implementing the best practices of the sustainable tourism policy.

## D.4. SOCIAL RESPONSIBILITY OF THE TOURISM

A common manual to be adopted for responsible tourism

The integrated quality management manual and risk management guidelines aim at the improvement or the implementation of the social responsibility of the tourism in the respective areas and destinations:

- ✓ To find the content of the requirements and responsibilities for every territorial level, according to customer expectations at that level (national, regional, district, municipality, businesses and services);
- ✓ To promote the partnership and project management actions between the different actors: along the institutional scale (national, regional and local authorities) and along the axis public/private;
- ✓ To invest financial and human resources to be able to face the challenges of quality in a global competition system;

- ✓ To adopt a continuous improvement plan, through a careful customer satisfaction analysis and appropriate measures to reinforce the strengths and reduce the weaknesses;
- ✓ To adopt all the measures for the management of emergencies & special customers' care: extension of the individual security systems to all the collective needs, ensuring the reserves for the essential goods for survival (water, basic food, first aid etc.);
- ✓ simulations and forecasting for the dangerous events (environmental disasters, heavy pollution, weather, rain, floods, fire, terrorism etc.) and mass evacuation plans; services for the "weak" tourist target groups: aged, diseased, handicapped, children, etc. Moreover, the sustainability of tourism needs action in the international context. Such action must address both sustainable consumption patterns, and sustainable tourism production. Regarding tourism consumption patterns it should focus on further reducing the problem of seasonality and on making tourist travelling more sustainable, in particular with regard to distance and mode of transport. Preparatory actions are expected to make tourists aware of the ethic codes of tourism and monitoring activities are necessary after the project implementation.

## The components of the manual are:

1.	<p>TO INTRODUCE :</p> <p>1.1 Scope &amp; goals of the present guidelines</p> <p>1.2 Sources and references: local, national, international</p> <p>1.3 Specifications, definitions, distinctions between “ tourist destination quality “ and other subjects</p>
2	<p>TO LOOK FOR REQUIREMENTS, STANDARDS &amp; BEST PRACTICES :</p> <p>2.1.The quality system :</p> <ul style="list-style-type: none"> <li>☐ principles</li> <li>☐ methodology</li> </ul> <p>2.2.Establishing criteria and standards of quality In order for criteria and standards to be effective they must :</p> <ul style="list-style-type: none"> <li>☐ be realistic,</li> <li>☐ have local authorities involved,</li> <li>☐ be agreed by all the actors,</li> <li>☐ be communicated and known by people ( residents &amp; visitors ),</li> <li>☐ be specific,</li> <li>☐ be cost effective ,</li> <li>☐ be improving quality of life,</li> <li>☐ be monitored in their effects (social, economic, cultural, environmental, political, etc.)</li> </ul> <p>2.3. Integrated quality management of tourist destinations :</p> <ul style="list-style-type: none"> <li>☐ The global perception of quality in travelers and consumers</li> <li>☐ The chain of the value</li> </ul> <p>2.4.Best practices as a result of the benchmarking use in management</p> <ul style="list-style-type: none"> <li>☐ Definition of best practice</li> <li>☐ Characteristics of best practice</li> <li>☐ Different types of the benchmarking use</li> </ul>

3	<p>TO APPLY QUALITY TO POLICY MAKING :</p> <p>3.1. Quality policy &amp; mission strategy :</p> <ul style="list-style-type: none"> <li>☐ bottom up strategy,</li> <li>☐ coordination of the decision makers,</li> <li>☐ cooperation &amp; participation of the actors or players concerned,</li> <li>☐ role expectations in the behaviour of the players,</li> <li>☐ involvement and internal communications of the players</li> </ul> <p>3.2. Quality objectives &amp; programmes in tourism planning :</p> <ul style="list-style-type: none"> <li>☐ advantages of transnational exchanges</li> <li>☐ research on best practices concerning the integrated quality management of destinations</li> <li>☐ comparison between different experiences</li> <li>☐ choice of the actions to be implemented</li> <li>☐ choice of the methodologies of the actions</li> <li>☐ timetable of the actions,</li> <li>☐ auditing of the actions,</li> <li>☐ definition of the final, specific benchmark, in accordance with quality requirements,</li> <li>☐ information systems,</li> <li>☐ customer satisfaction analysis</li> <li>☐ improvements to be introduced.</li> </ul> <p>3.3. Monitoring and Documentation on policies adopted :</p> <ul style="list-style-type: none"> <li>☐ how to ensure, to trace, to release, to access all the quality management documents, statements, declarations, agreements, guidelines, audit results, improvements to be needed etc.</li> <li>☐ how to evaluate the impacts and effects of the integrated quality management in tourist destinations</li> <li>☐ relevance, coherence and congruity with the European model of sustainable tourism (Ecomost) ,Agenda 21, Emas, ISO 14000 and other norms or guidelines)</li> </ul>
4	<p>EDUCATION POLICY AND PEOPLE EMPOWERMENT :</p> <p>4.1. Quality of destination awareness :</p> <ul style="list-style-type: none"> <li>☐ education &amp; training of the people involved,</li> <li>☐ core skills for integrated quality management of tourist destination : vision, sense of history, memories and heritage respect, creativity, innovation attitude, learning to learn, disposal to be active in the intelligent community system</li> </ul> <p>4.2. Services' guidelines and ethic codes :</p> <ul style="list-style-type: none"> <li>☐ services included in the destination offer,</li> <li>☐ how to ensure the diverse needs of a variety of customers are met on a consistent and reliable basis,</li> <li>☐ harmony and cooperation between all the elements of the value chain in the destination offer</li> </ul> <p>4.3. Emergencies &amp; special customer care :</p> <ul style="list-style-type: none"> <li>☐ extension of the individual security systems to all the collective needs,</li> <li>☐ simulations and forecasting (environment, weather, rain, floods etc.)</li> <li>☐ services for the “ weak “ tourist target groups: aged, handicapped, children etc.</li> </ul>
5	<p>FORMS OF ACCREDITATION :</p>

5.1 Levels of the accreditation of tourist destinations quality :

- ☐ existing quality marks,
- ☐ quality acknowledgements,
- ☐ quality prizes or awards,
- ☐ quality certification systems

5.2 Role of the European Union :

- ☐ subsidiarity for local Authorities in accreditation
- ☐ worldwide advertising & publicity of the best practices