

**Master Arts Management
AA 15/16**

STRATEGIC IMPACT MANAGEMENT
Convenor: Roberto Formato

Roma, 18/11/2015

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Agenda, 18th November 2015

9:00 - 10:20	Sustainable tourism.
10:30 - 12:00	Ecotourism. Responsible tourism. Accessible tourism. Toolkits for sustainable tourism.
13:00 - 14:20	Measurement and evaluation of tourism performance.
14:40 - 16:00	Final Exam.



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Strategic Impact Management

SUSTAINABLE TOURISM



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Overlapping concepts



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International recognition (1/2)

- UNWTO (1980) Manila Declaration on World Tourism
- UNWTO (1985) Tourism Bill of Rights and Tourist Code
- UNWTO/UNEP/UNESCO/EU (1995) Charter for Sustainable Tourism, Lanzarote
- UNWTO (1997) Mal Declaration on Sustainable Tourism Development
- UNEP/UNWTO (1998) Programme of Action for Sustainable Tourism in Small Island Developing States
- WTTC/UNWTO/Earth Council (1995, 1996, 1998) Agenda 21 for the Travel and Tourism Industry, Rio Earth Summit
- UNWTO (1998) Guide for Local Authorities on Developing Sustainable Tourism
- Commission on Sustainable Development (1999) Working Programme for Sustainable Tourism (UNWTO input)
- UNWTO (1999) Global Code of Ethics for Tourism
- UNWTO (1999) Sustainable Tourism and Cultural Heritage
- UNWTO (1999) Tourism at World Cultural Heritage Sites
- UNEP/UNWTO (2000) Principles for the Implementation of Sustainable Tourism
- UNWTO (2000) Sustainable Development of Tourism A Compilation of Good Practices
- UNWTO (2001) Sustainable Development of Ecotourism A Compilation of Good Practices
- UNWTO (2001) The Incidence and Sexual Exploitation of Children in Tourism
- UNWTO (2002) Hainan Declaration Sustainable Tourism in the Islands of the Asia-Pacific Regions
- UNWTO (2002) Voluntary Initiatives for Sustainable Tourism
- UNWTO (2002) Sustainable Tourism in Protected Areas Guidelines for Planning and Management
- UNWTO (2002) Tourism and Poverty Alleviation



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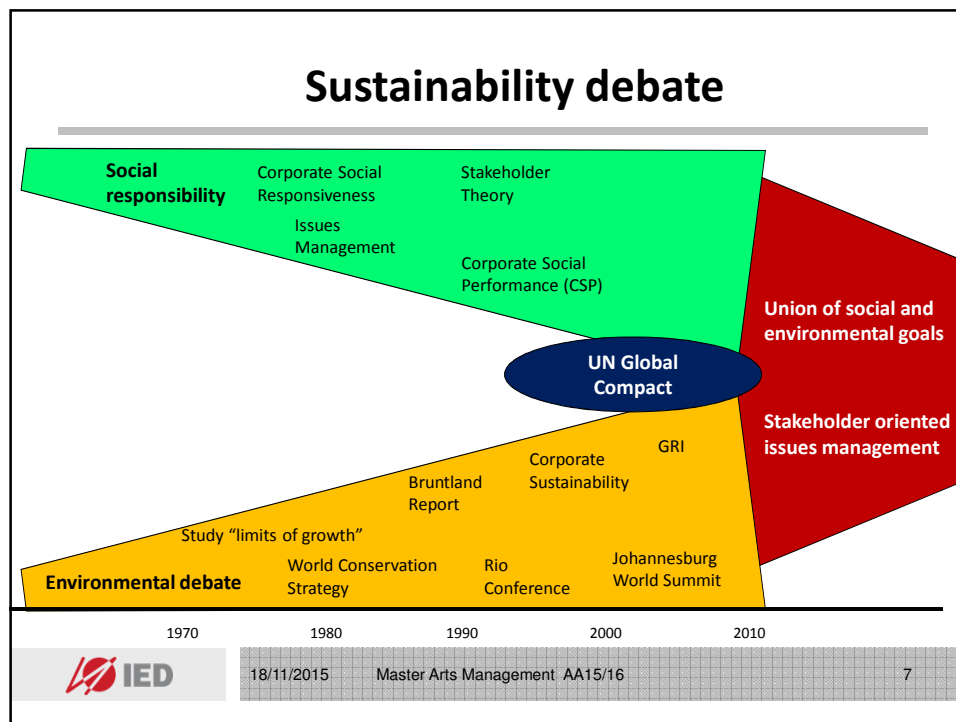
International recognition (2/2)

- UNWTO (2002) World Ecotourism Summit Final Report
- UNWTO (2003) Climate Change and Tourism
- UNWTO (2003) Sustainable Development of Ecotourism – A Compilation of Good Practices in SMEs
- UNWTO (2004) Making Tourism Work in Small Island Developing States
- UNWTO (2004) Indicators of Sustainable Development for Tourism Destinations: A Guidebook (including guidelines for local authorities, ecotourism, protected areas, SMEs and the built environment)
- UNWTO (2004) Tourism Congestion Management at Natural and Cultural Sites
- UNWTO/UNEP (2005) Making Tourism More Sustainable: A Guide for Policy-Makers
- UNWTO (2005) Muscat Declaration on Built Environment for Sustainable Tourism
- UNWTO (2005) Making Tourism more Sustainable
- UNWTO (2005) Tourism's Potential as a Development Strategy
- UNWTO (2006) Sustainable Development of Tourism Destination in Deserts Guidelines for Decision-Makers
- UNWTO (2007) Sustainable Development of Tourism in Central and Eastern Europe
- UNWTO (2007) From Davos to Bali A Tourism Contribution to the Challenge of Climate Change
- UNWTO (2008) Tourism and Community Development Asian Perspectives
- UNWTO (2008) Climate Change and Tourism Responding to Global Challenges
- UNWTO (2009) Davos to Copenhagen Advancing Tourism's Response to Climate Change
- UNWTO (2010) Tourism and Biodiversity Achieving Common Goals Towards Sustainability Tourism and Biodiversity



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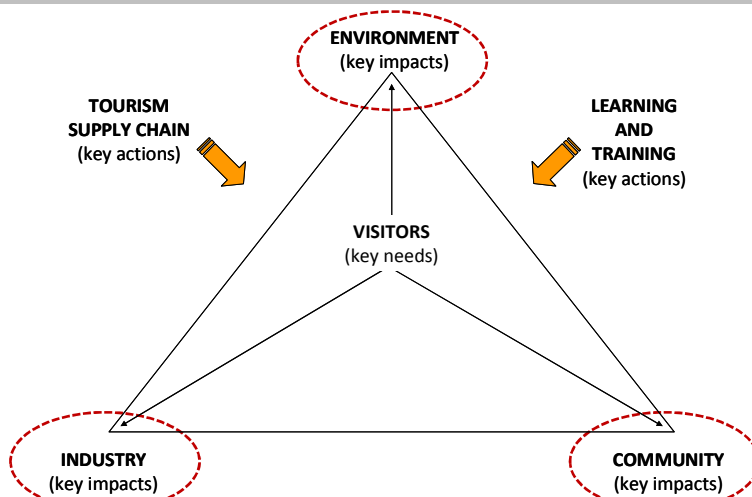
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Sustainability in tourism

- Since the '60s concern on destructive impact of tourism on the environment
- In the '80s understanding of the mutual interdependencies between different stakeholders involved in tourism
 - Community
 - Resource-based
 - Tourism sector
 - Public sector
 - Other relevant parties
- Necessary to balance the needs of such different parties to allow development whilst ensuring the resource based will be managed for use by future generation

Dimensions of sustainability



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Mutual interdependence



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«Our common future»

«Development that meet the needs of the present without compromising the needs of future generations»

(World Commission on Environment and Development, 1987)



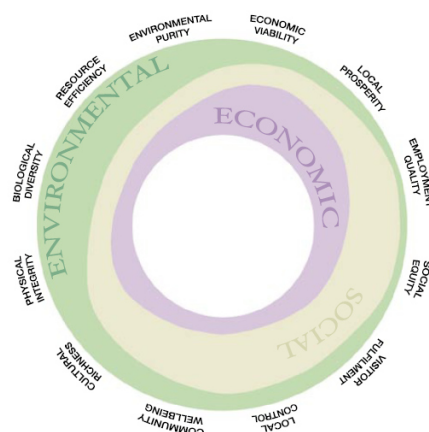
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The WTO and UNEP approach

In 2005 the World Tourism Organization together with the United Nations Environment Program published the guide for policy makers **“Making tourism more sustainable”**, which is applicable worldwide.

It encompasses an **“agenda”** for sustainable tourism which establish twelve aims for sustainable tourism, according to its **economic, social and environmental impacts**.



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Aims of sustainable tourism

- | | |
|------------------------|--------------------------|
| 1. Economic Viability | 7. Community Wellbeing |
| 2. Local Prosperity | 8. Cultural Richness |
| 3. Employment Quality | 9. Physical Integrity |
| 4. Social Equity | 10. Biological Diversity |
| 5. Visitor Fulfillment | 11. Resource Efficiency |
| 6. Local Control | 12. Environmental Purity |



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Definition

Sustainable tourism development is a form of tourism development which:

- Ensure viable, **long-term economic operations**, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation
- Respect the **socio-cultural** authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance
- Make optimal use of **environmental resources** that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural resources and biodiversity

(Source: UNEP, (2005))



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1. Economic viability

- a. Understanding the market
- b. Delivering visitor satisfaction
- c. Monitoring good training conditions
- d. Maintaining and projecting an attractive destination
- e. Delivering business support



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2. Local prosperity

- a. Reducing leakages
- b. Strengthening business and business linkages
- c. Diversify products and extend length of visitors' stay
- d. Influencing levels of visitors spending



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3. Employment quality

- a. Increasing employment opportunities and the proportion of year round, full time jobs
- b. Ensuring and enforcing relevant labor regulations
- c. Encouraging enterprises to provide skills training programme and career advancement
- d. Being concerned about the well-being of workers who lose their jobs



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4. Social equity

- a. Utilising income from tourism to support social programmes:
 - Utilization of taxation or compulsory levies made on tourists or tourism enterprises for social programmes
 - Voluntary giving and sponsorship by tourists or by tourism enterprises, including help in kind
 - Developing income earning opportunities for disadvantaged people



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5. Visitor fulfilment

- a. Monitor quality of tourist services
- b. Ensure provision of meaningful information to tourists
- c. Improving access for all
- d. Providing holiday opportunities for the economically and socially disadvantaged
- e. Maintaining a duty of care to visitors
- f. Monitoring visitor satisfaction and the quality of experience



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6. Local control

- a. Ensuring appropriate engagement and empowerment of local communities
- b. Improving the conditions for effective local decision taking
- c. Addressing the specific position of indigenous and traditional communities with respect to local control



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7. Community wellbeing

- a. Getting the balance right in the volume, timing and location of visits
- b. Reducing congestion
- c. Careful planning and management of tourism enterprises and infrastructure
- d. Promoting mutual use of facilities and services by residents and tourists
- e. Influencing the behavior of tourists towards local communities



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8. Cultural richness

- a. Ensuring effective management and conservation of cultural and historic heritage sites
- b. Improving the level of maintenance of the wider built environment
- c. Working with communities on the sensitive presentation and promotion of culture and traditions



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9. Physical integrity

- a. Ensuring the new tourism development is appropriate to local environmental conditions
- b. Minimizing the physical impact of the construction and operation of tourism facilities
- c. Maintaining high quality rural and urban landscapes as a tourism resource



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10. Biological diversity

- a. Working with National Parks and other protected areas, including private parks and reserves
- b. Promoting the development and management of ecotourism
- c. Using tourism to encourage landholders to practice sustainable land management
- d. Minimizing damage to natural heritage from tourism
- e. Raising support for conservation from visitors and enterprises



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11. Resource efficiency

- a. Taking account of resource supply in the planning of tourism development, and viceversa
- b. Minimising water consumption by the tourism sector
- c. Minimising consumption of energy from non-renewable resources
- d. Ensuring the efficient use of land and raw materials in tourism development
- e. Promoting a “reduce, reuse, recycle” mentality



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12. Environmental purity

- a. Promoting the use of more sustainable transport
- b. Reducing the use of environmentally damaging chemicals
- c. Avoiding the discharge of sewage to marine and river environments
- d. Minimising waste and disposing it with care
- e. Influencing the development of new tourism facilities



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The role of destination management

Work through partnership and joint destination management plan in order to:

- Welcome, involve and satisfy visitors
- Achieve a profitable and prosperous industry
- Engage and benefit host communities
- Protect and enhance the local environment and culture



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The crucial role of government

- Much of the sustainability agenda is about areas of public rather than private concern
- Since the tourism sector is usually fragmented into many thousands of businesses, their collective action can make a difference, while individually cannot, so coordination is needed
- Governments are responsible for many functions which are fundamentally important to sustainable development of tourism, such as:
 - Land use planning
 - Labour and environmental legislation
 - Provision of infrastructure
 - Social and environmental services



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ECOTOURISM



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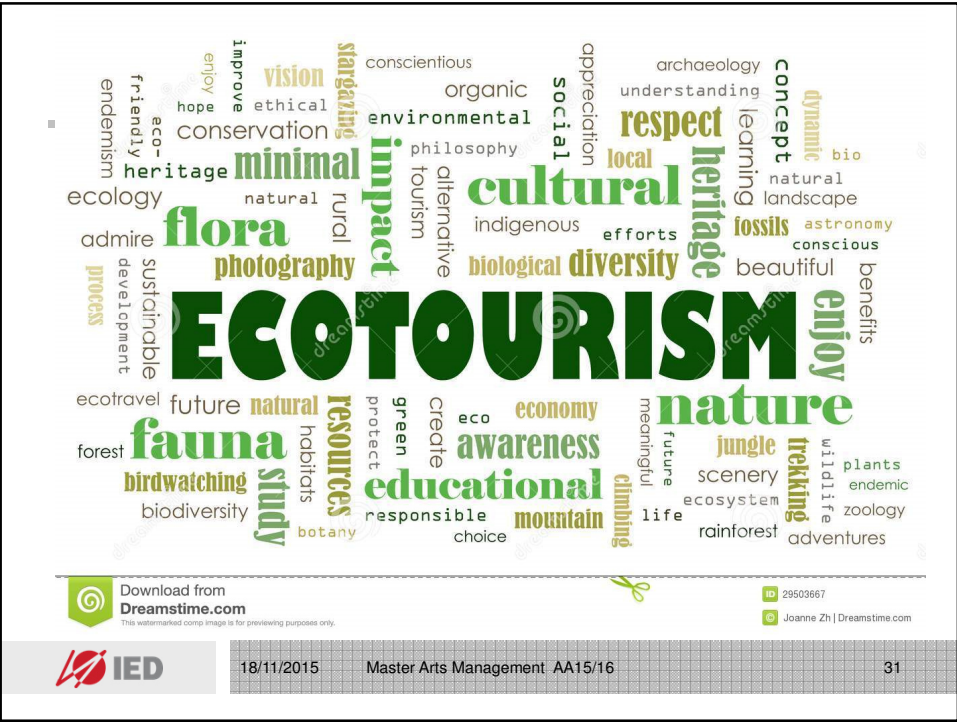
Ecotourism

- All **nature-based forms of tourism** in which the main motivation of the tourists is the observation and appreciation of nature as well as the **traditional cultures prevailing in natural areas**.
- It contains **educational and interpretation features**.
- It is generally, but not exclusively organised by **specialised tour operators for small groups**. Service provider **partners** at the destinations tend to be **small, locally owned businesses**.
- It **minimises negative impacts** upon the natural and socio-cultural environment.



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Attention for local communities

- It supports the maintenance of natural areas which are used as ecotourism attractions by:
 - **generating economic benefits for host communities**, organisations and authorities managing natural areas with conservation purposes,
 - providing **alternative employment and income opportunities** for local communities,
 - increasing **awareness towards the conservation** of natural and cultural assets, **both among locals and tourists**



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RESPONSIBLE TOURISM

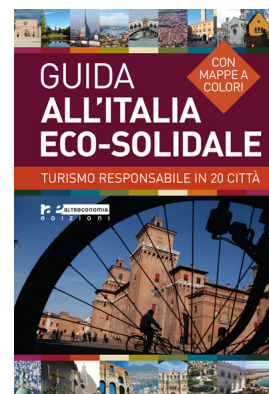


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Examples of responsible tourism in Italy

- Alternative tourism in 20 Italian cities
- Hostel and ben&breakfast managed by local cooperatives
- Restaurants and shops offering biological, «fair trade», «0-kms» products



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Examples of “responsible” tourism products



Responsible tourism destination

Madagascar – contains a range of ecological wonders; is dedicated to protecting the environment; Offers many sustainable tourism options



Responsible tourism attraction

Protected areas; Protected cultural heritage sites; A theme park based on a rainforest theme that both educates visitors on sustainability issues and sells local products



Responsible tourism accommodation

Eco-resorts that have been built and managed according to sustainable tourism principles (e.g. protect the environment, involve and benefit local people)



Responsible tourism transportation

Renewable energy hybrid vehicles, Bicycle tours; Air travel with carbon offsets



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Responsible tourism operator



“...international human rights organization dedicated to promoting social, economic and environmental justice around the world...”

<http://www.globalexchange.org/tours>



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Key issues in tourism development

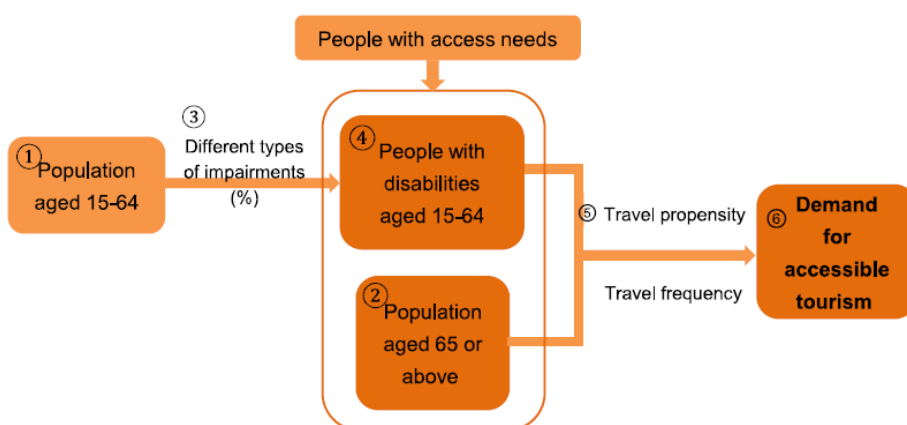
ACCESSIBLE TOURISM



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Demand of accessible tourism



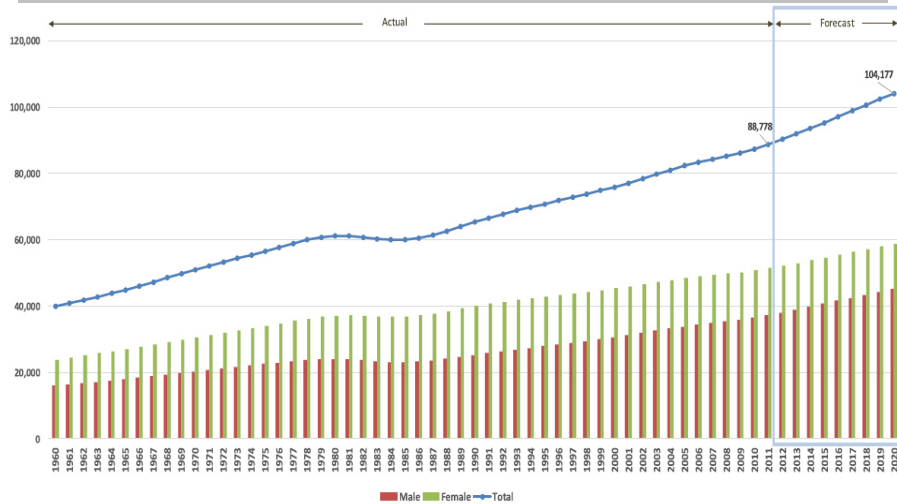
Source: European Commission, 2013



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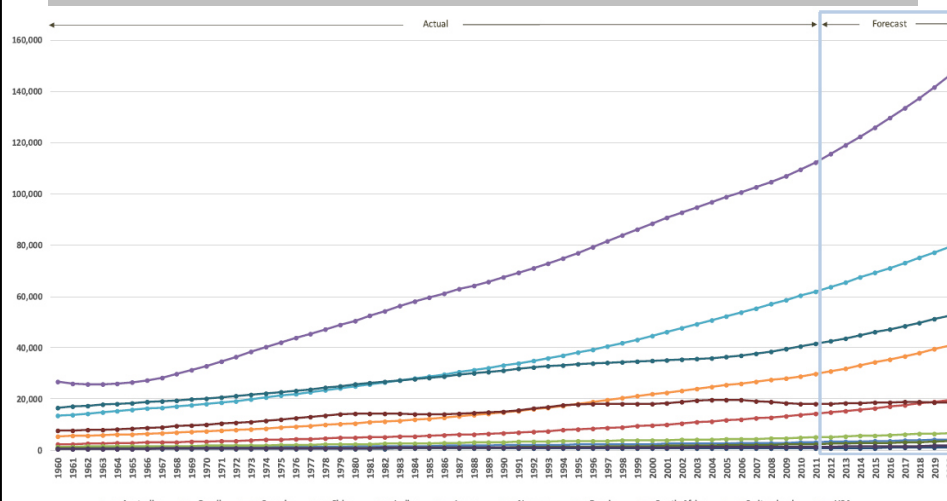
The elderly population trend in the EU27 countries ('000 persons)



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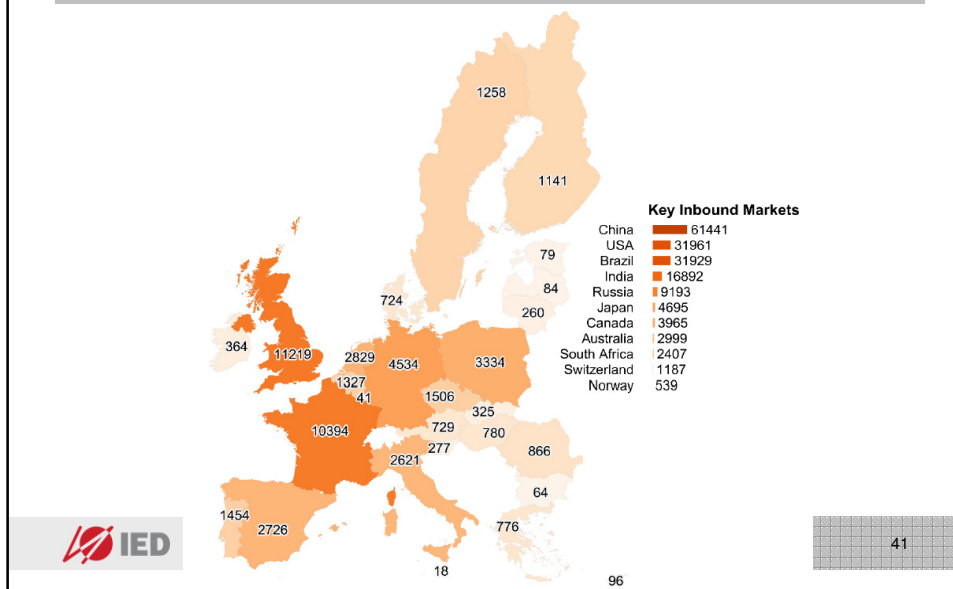
The elderly population trend in key tourism outbound markets ('000 persons)



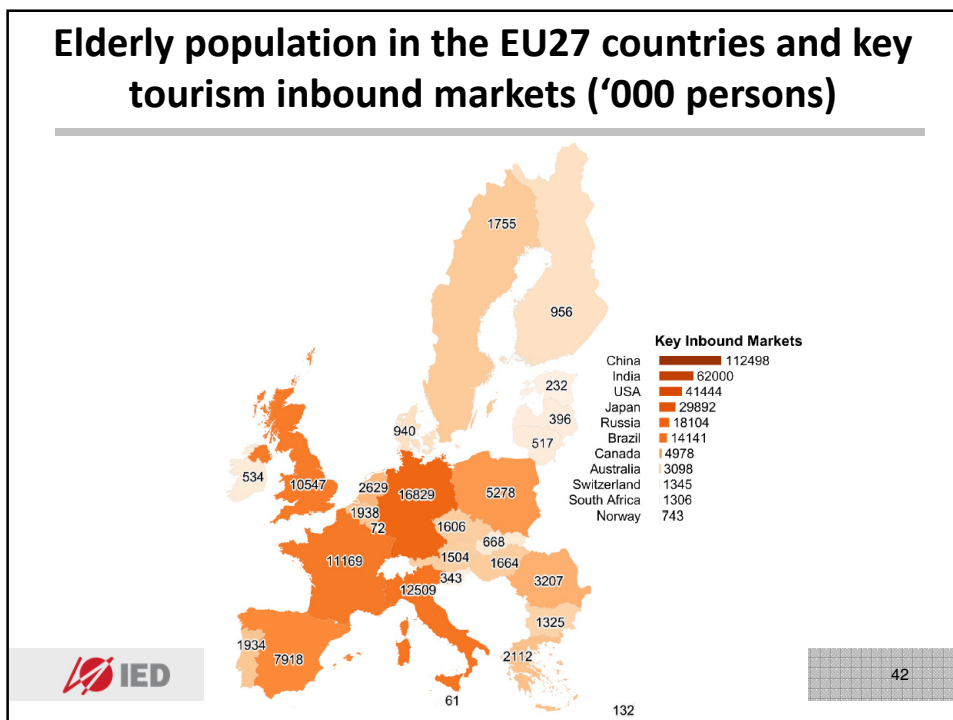
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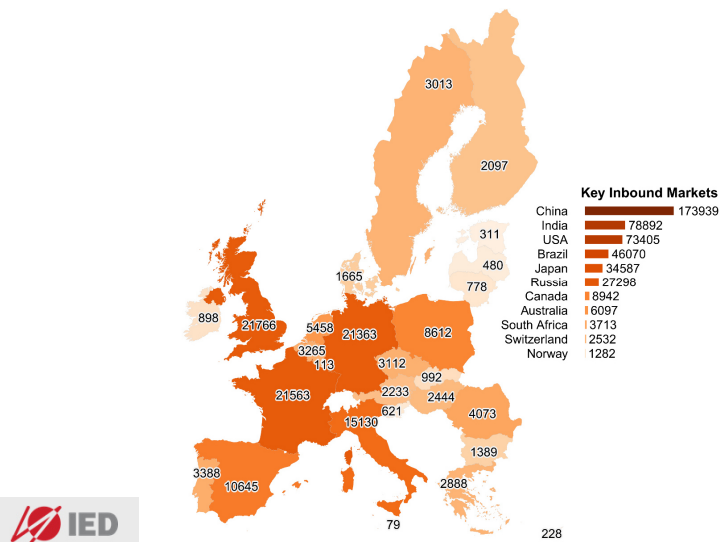
Population with disabilities in the EU27 countries and key tourism inbound markets ('000 persons)



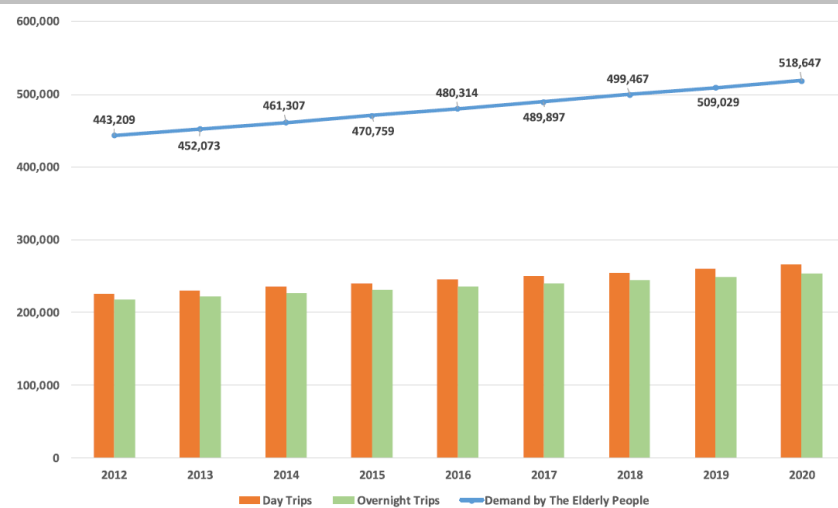
Elderly population in the EU27 countries and key tourism inbound markets ('000 persons)

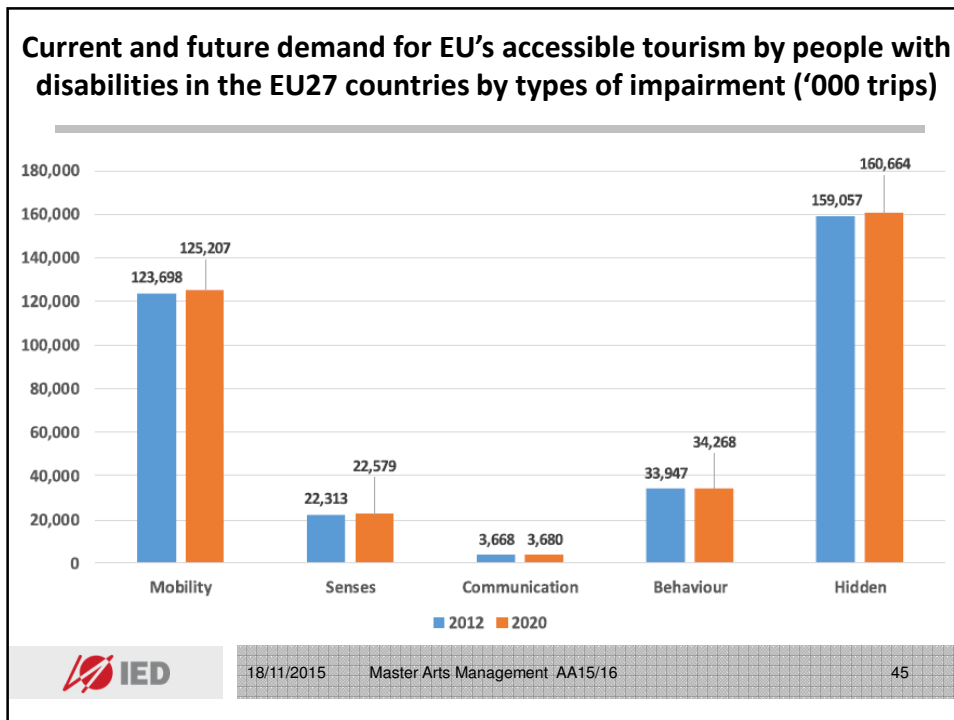


Population with access needs in the EU27 countries and key tourism inbound markets ('000 persons)



Current and future demand for EU's accessible tourism by elderly population ('000 trips)





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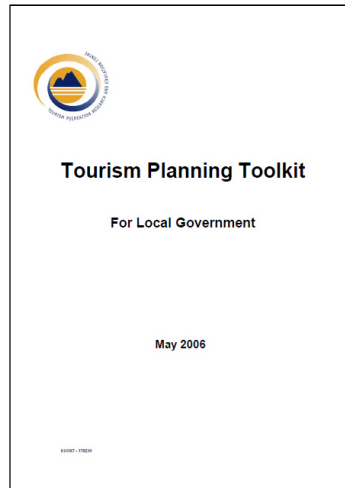
TOOLKITS FOR SUSTAINABLE TOURISM

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New Zealand Tourism Planning Toolkit for Local Governments

Approved in 2006

**By the central
government for the
use of local
authorities**



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The EU Tourism Indicators Toolkit for Sustainable Destinations

Approved in 2013

Core and optional indicators

4 sections:

- Destination management
- Economic value
- Social and cultural impacts
- Environmental impacts



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Destination management indicators

Section A: Destination Management		
Criteria	Indicator Reference #	CORE indicators are in GREEN and OPTIONAL indicators are in BLUE.
A.1 Sustainable Tourism Public Policy	A.1.1	Percentage of the destination with a sustainable tourism strategy/action plan, with agreed monitoring, development control and evaluation arrangement
	A.1.1.1	Percentage of residents satisfied with their involvement and their influence in the planning and development of tourism
	A.1.1.2	Percentage of the destination represented by a destination management organisation
A.2 Sustainable Tourism Management in Tourism Enterprises	A.2.1	Percentage of tourism enterprises/establishments in the destination using a voluntary verified certification/labelling for environmental/quality/sustainability and/or CSR measures
	A.2.1.1	Number of tourism enterprises/establishments with sustainability reports in accordance with the Global Reporting Initiative (GRI)
A.3 Customer Satisfaction	A.3.1	Percentage of visitors that are satisfied with their overall experience in the destination
	A.3.1.1	Percentage of repeat/return visitors (within 5 years)
A.4 Information and Communication	A.4.1	The percentage of visitors who note that they are aware of destination sustainability efforts
	A.4.1.1	The percentage of businesses that communicate their sustainability efforts to visitors in their products, marketing, or branding



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Economic value

Section B: Economic Value		
Criteria	Indicator Reference #	CORE indicators are in GREEN and OPTIONAL indicators are in BLUE.
B.1 Tourism Flow (volume & value) at Destination	B.1.1	Number of tourist nights per month
	B.1.1.1	Relative contribution of tourism to the destination's economy (% GDP)
	B.1.1.2	Number of 'same day' visitors in high season and low season
	B.1.1.3	Daily spending per same day visitor
	B.1.2	Daily spending per tourist (accommodation, food and drinks, other services)
B.2 Tourism Enterprise(s) Performance	B.2.1	Average length of stay of tourists (nights)
	B.2.1.1	Average length of stay of same day visitors (hours)
	B.2.1.2	Percentage of ten largest tourism enterprises involved in destination management/cooperative marketing
	B.2.2	Occupancy rate in commercial accommodation per month and average for the year
	B.2.2.1	Average price per room in the destination
B.3 Quantity and Quality of Employment	B.3.1	Direct tourism employment as percentage of total employment
	B.3.1.1	Percentage of jobs in tourism that are seasonal
	B.3.1.2	Percentage of tourism enterprises providing student internships
B.4 Safety and Health	B.4.1	Percentage of tourism enterprises inspected for fire safety in the last year
	B.4.1.1	Percentage of tourists who register a complaint with the police
B.5 Tourism Supply Chain	B.5.1	Percentage of tourism enterprises actively taking steps to source local, sustainable, and fair trade goods and services
	B.5.1.1	Percentage of the destination covered by a policy promoting local, sustainable and/or fair trade products and services
	B.5.1.2	Percentage of tourism enterprises sourcing a minimum of 25% of food and drink from local/regional producers



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Social and cultural impacts

Section C: Social and Cultural Impact		
Criteria	Indicator Reference #	CORE indicators are in GREEN and OPTIONAL indicators are in BLUE.
C.1 Community/Social Impact	C.1.1	Number of tourists/visitors per 100 residents
	C.1.1.1	Percentage of residents who are satisfied with tourism in the destination (per month/season)
	C.1.1.2	Number of beds available in commercial visitor accommodation per 100 residents
	C.1.1.3	Number of second/rental homes per 100 homes
C.2 Gender Equality	C.2.1	Percentage of men and women employed in the tourism sector
	C.2.1.1	Percentage of tourism enterprises where the general manager position is held by a woman
	C.2.1.2	Average wage in tourism for women compared to average wage for men (sorted by tourism job type)
C.3 Equality/Accessibility	C.3.1	Percentage of commercial accommodation with rooms accessible to people with disabilities and/or participating in recognised accessibility schemes
	C.3.1.1	Percentage of destination served by public transport that is accessible to people with disabilities and people with specific access requirements
	C.3.2	Percentage of visitor attractions that are accessible to people with disabilities and/or participating in recognised accessibility schemes
	C.3.2.1	Percentage of visitors satisfied with the accessibility of the destination for those with disabilities or specific access requirements
C.4 Protecting and Enhancing Cultural Heritage, Local Identity and Assets	C.4.1	Percentage of the destination covered by a policy or plan that protects cultural heritage
	C.4.1.1	Percentage of residents who have positive or negative views on the impact of tourism on destination identity
	C.4.1.2	Percentage of the destination's biggest events that are focused on traditional/local culture and assets



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Environmental impacts (1/2)

Section D: Environmental Impact		
Criteria	Indicator Reference #	CORE indicators are in GREEN and OPTIONAL indicators are in BLUE.
D.1 Reducing Transport Impact	D.1.1	Percentage of tourists and same day visitors using different modes of transport to arrive at the destination (public/private and type)
	D.1.1.1	Percentage of visitors using local/soft mobility/public transport services to get around the destination
	D.1.2	Average travel (km) by tourists to and from home or average travel (km) from the previous destination to the current destination
	D.1.2.1	Average travel (km) by same day visitors from and to destination
D.2 Climate Change	D.2.1	Percentage of tourism enterprises involved in climate change mitigation schemes—such as: CO ₂ offset, low energy systems, etc.—and “adaptation” responses and actions
	D.2.1.1	Percentage of the destination included in climate change adaptation strategy or planning
	D.2.1.2	Percentage of tourism accommodation and attraction infrastructure located in “vulnerable zones”
D.3 Solid Waste Management	D.3.1	Waste volume produced by destination (tonnes per resident per year or per month)
	D.3.1.1	Percentage of tourism enterprises separating different types of waste
	D.3.2	Volume of waste recycled (percent or per resident per year)
D.4 Sewage Treatment	D.4.1	Percentage of sewage from the destination treated to at least secondary level prior to discharge
	D.4.1.1	Percentage of commercial accommodation connected to central sewage system and/or employing tertiary sewage treatment



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Environmental impacts (2/2)

D.5 Water Management	D.5.1	Fresh water consumption per tourist night compared to general population water consumption per person night
	D.5.1.1	Percentage of tourism enterprises with low-flow shower heads and taps and/or dual flush toilets/waterless urinals
	D.5.1.2	Percentage of tourism enterprises using recycled water
	D.5.1.3	Percentage of water use derived from recycled water in the destination
D.6 Energy Usage	D.6.1	Energy consumption per tourist night compared to general population energy consumption per person night
	D.6.1.1	Percentage of tourism enterprises that have switched to low-energy lighting
	D.6.1.2	Annual amount of energy consumed from renewable sources (Mwh) as a percentage of overall energy consumption
D.7 Landscape and Biodiversity Protection	D.7.1	Percentage of destination (area in km ²) that is designated for protection
	D.7.1.1	Percentage of local enterprises in the tourism sector actively supporting protection, conservation, and management of local biodiversity and landscapes
	D.7.1.2	Percentage of destination covered by a biodiversity management and monitoring plan.
D.8 Light and Noise Management	D.8.1	The destination has policies in place that require tourism enterprises to minimise light and noise pollution
	D.8.1.1	Percentage of the destination and percentage of population covered by local strategy and/or plans to reduce noise and light pollution
D.9 Bathing Water Quality	D.9.1	Level of contamination per 100 ml (faecal coliforms, campylobacter)
	D.9.1.1	Number of days beach/shore closed due to contamination



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Strategic Impact Management

MEASUREMENT AND EVALUATION OF DESTINATION PERFORMANCE



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OECD recommendations to promote competitive and sustainable tourism

- Planning tourism for the long term
- A "whole of government" approach
- Collaboration and coherence between level of government
- Industry engagement
- **Outcome, evaluation and performance measurement**
- Defining competitiveness in tourism
- Human resources development
- Helping SMEs to access global markets
- Accessibility of the destination
- Addressing environmental and climate change issues
- Focusing on marketing and branding
- Promoting economic development
- Valorising culture and local attributes
- Increasing safety and security
- **Improving measuring and evaluation**



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Motivations for tourism destination monitoring

- Improved information for decision making
- Effective risk management
- Prioritization of action projects
- Performance benchmarking
- Improved community buy-in and support for tourism stakeholders
- Enhanced visitor experience
- Increased bottom-line / cost savings
- Increased value per visitor

Source: European Commission, 2013



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From TSA to broader measures

- Evaluation is critical in **understanding whether policies and programmes are appropriate and efficient in achieving their intended objectives**
- It involves
 - Quantitative data (e.g. arrivals or expenditure measures)
 - Qualitative data (input on communities cannot be reduced to quantitative measures)
- **So far much attention paid to TSA – Tourism Satellite Account**
 - It is however a static accounting method
 - It is not suitable for measuring the impact that changes in tourism demand will have on key parameters (e.g. gross value added, employment) and hence for dealing with many policies issues that governments face in regard to tourism



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Relevant type of indicators

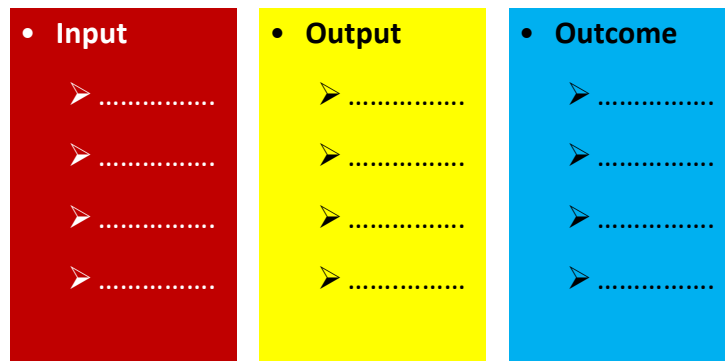
- **Early warning** indicators (e.g. decline in number of tourism that intend to return)
- Indicators of **stresses on the system** (e.g. water shortages or crime indicators)
- Measurement of the **current state of the industry** (e.g. occupancy rate, tourist satisfaction)
- Measures of the **impact** of tourism development on the biophysical and socio-economic environments (e.g. indices of the level of deforestation, changes on consumption patterns and income levels in local communities)
- Measures of **management effort** (e.g. cleanup cost for coastal contamination)
- Measures of **management effect**, result or performance (e.g. changed pollution levels, greater number of returning tourists)



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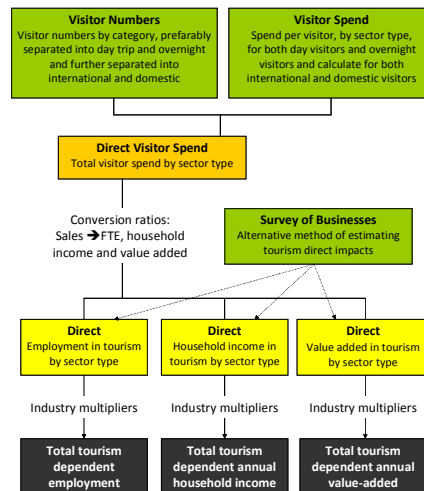
Different type of indicators



Economic performance indicators

- Market evaluation and segmentation, including market profiling, trend analysis and yield assessment
 - **Visitor spend**
 - **Length of stay**
- Direct and indirect tourism impact assessment to measure and monitor the economic and employment contribution of tourism
 - **Satellite account**
- **Return on investment of specific expenditure** (e.g. attendance of tourism shows, special promotion, advertising campaigns, etc.)
- **Product performance and investment measurement**, including construction values, financing level

Measurement of economic impact



Measuring the social impact

- **Euphoria:** Visitors are welcome and there is little planning
- **Apathy:** Visitors are taken for granted and contact becomes more formal
- **Annoyance:** Saturation is approached and the local people have misgivings. Planners attempt to control via increasing infrastructure rather than limiting growth
- **Antagonism** Open expression of irritation and planning is remedial yet promotion is increased to offset the deteriorating reputation of the resort

Linking strategy and performance

Strategic and Performance Management are highly interlinked

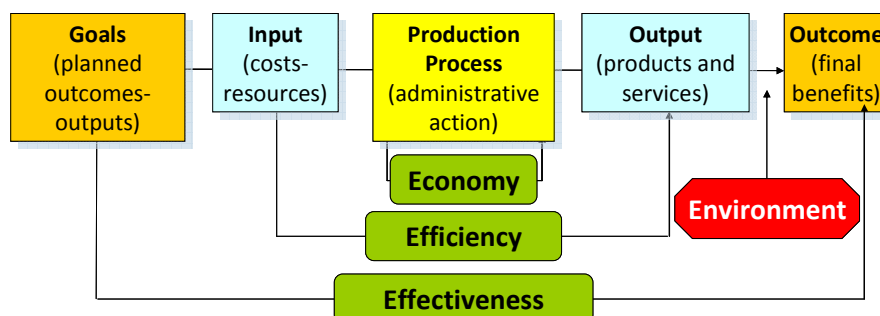
- **Strategic Management** focuses on the long-term, success-oriented development of the destination
- **Performance Management** deals with the definition, measurement and control of performance



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Input-output-outcome model



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Central dimensions

- **Effectiveness:** assessing/judging goal achievement by comparing program goals (outcome goals) with achieved outcomes
- **Efficiency:** assessing/judging productivity by measuring the relationship between inputs/costs and outputs/products (Input/Output)
- **Economy:** assessing cost control by comparing planned and actual resources



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Elements of the model

- **Goals:** quantitative and qualitative specification of the services to be delivered (*output goals*) and the outcomes to be achieved through these services (*outcome goals*)
- **Input (with what?):** the resources (personnel, financial, etc.) necessary to deliver the services/performance
- **Production process (how?):** activities necessary to deliver the required output/performance
- **Output (what?):** products and services delivered to achieve the program goal
- **Outcome (to what end?):** impact on a specific target group



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Why outcomes are important

- They gain **legitimacy towards citizens, population and politics**
- “More” outputs such as services, advice, processing applications, regulations, **do not automatically result in a more effective policy**
- Assessment/measurement often narrowed down to output measurement (mostly efficiency criteria)



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Outcomes. vs. outputs

OUTCOMES

- No of full time jobs created
- Increase of local GDP from tourism
- No of restored archaeological sites
- No of repeat visitors

OUTPUTS

- No of hotel built
- Promotional expense
- No of tourism training course delivered
- No of touris routes created



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“External” benefits from measuring performance

- Creating transparency and accountability towards stakeholders
- Condition for user choice
- Essential condition for customer service
- Condition for tendering out performance (competition)
- Improved information for political decisions
- Reification of the relationship between public administration and politics
- Instrument for public relations / trust building / legitimacy



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Performance evaluation The balanced scorecard

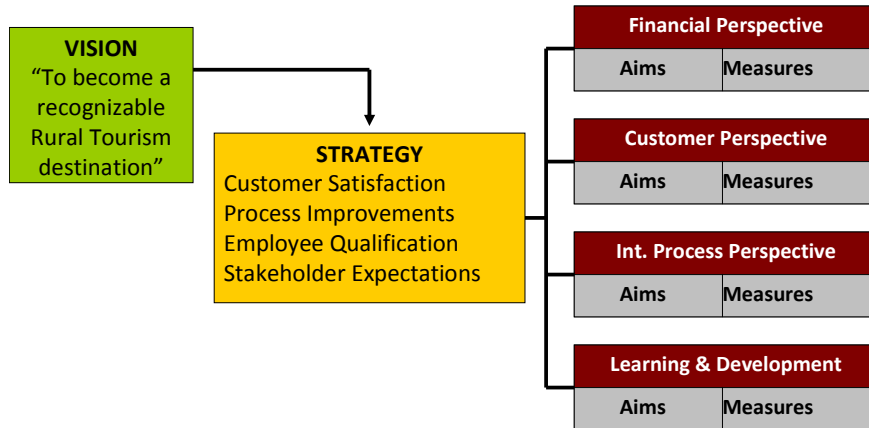
- Developed late 80s (Kaplan/Norton)
- **Strategic performance management tool**
- Successful “cockpit analogy”
- Aims:
 - Supporting goal setting and strategy formulation+
 - Improving communicative processes
 - Bridging strategic goals and operative controlling/management
 - Basis for non-financial performance measurement
- 4 fundamental perspectives: **financial, customer, learning & development, internal processes**



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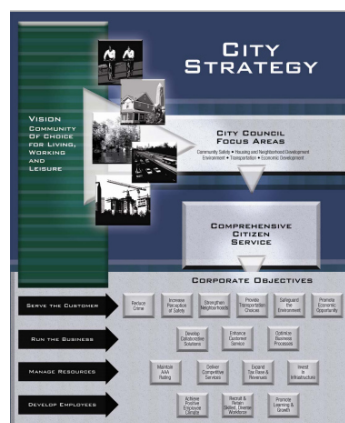
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Construction of the balanced scorecard



Example of application

City Strategy is documented in the Focus Area Plan and includes corporate objectives that guide and direct planning, decision making and the accomplishments of the vision and mission



Source:
<http://charmeck.org/city/charlotte/Budget/Documents/City%20of%20Charlotte%20Balanced%20Scorecard.pdf>

FINAL EXAM



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