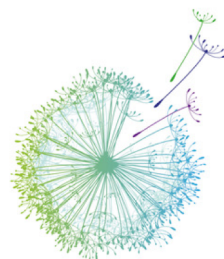


vali

**welcome**



2017  
INTERNATIONAL YEAR  
OF SUSTAINABLE TOURISM  
FOR DEVELOPMENT

# **Turismo Sostenibile e gestione delle destinazioni**

22nd JUNE 2017  
Parco della Sila  
Calabria

**Politiche Europee ed Internazionali,  
Strumenti, Certificazioni. Casi Studio.**

**Fest**

Foundation for European Sustainable Tourism

Silvia Barbone | **Director**

# A step forward in sustainable tourism

The tourism sector needs a next step for transforming the way tourism projects and destinations are managed, funded and made sustainable in developed and developing countries.

**FEST** aims to tackle this challenge through the dissemination of **PM4SD™** and connecting tourism leaders and talents, donors and implementers



# KEY FACTORS OF SUCCESS AND COMPETITIVENESS FOR THE TOURISM INDUSTRY

## GOVERNANCE



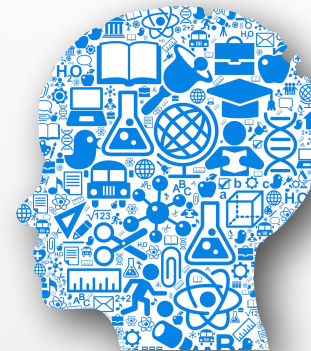
## MANAGEMENT



## SKILLS



## KNOWLEDGE

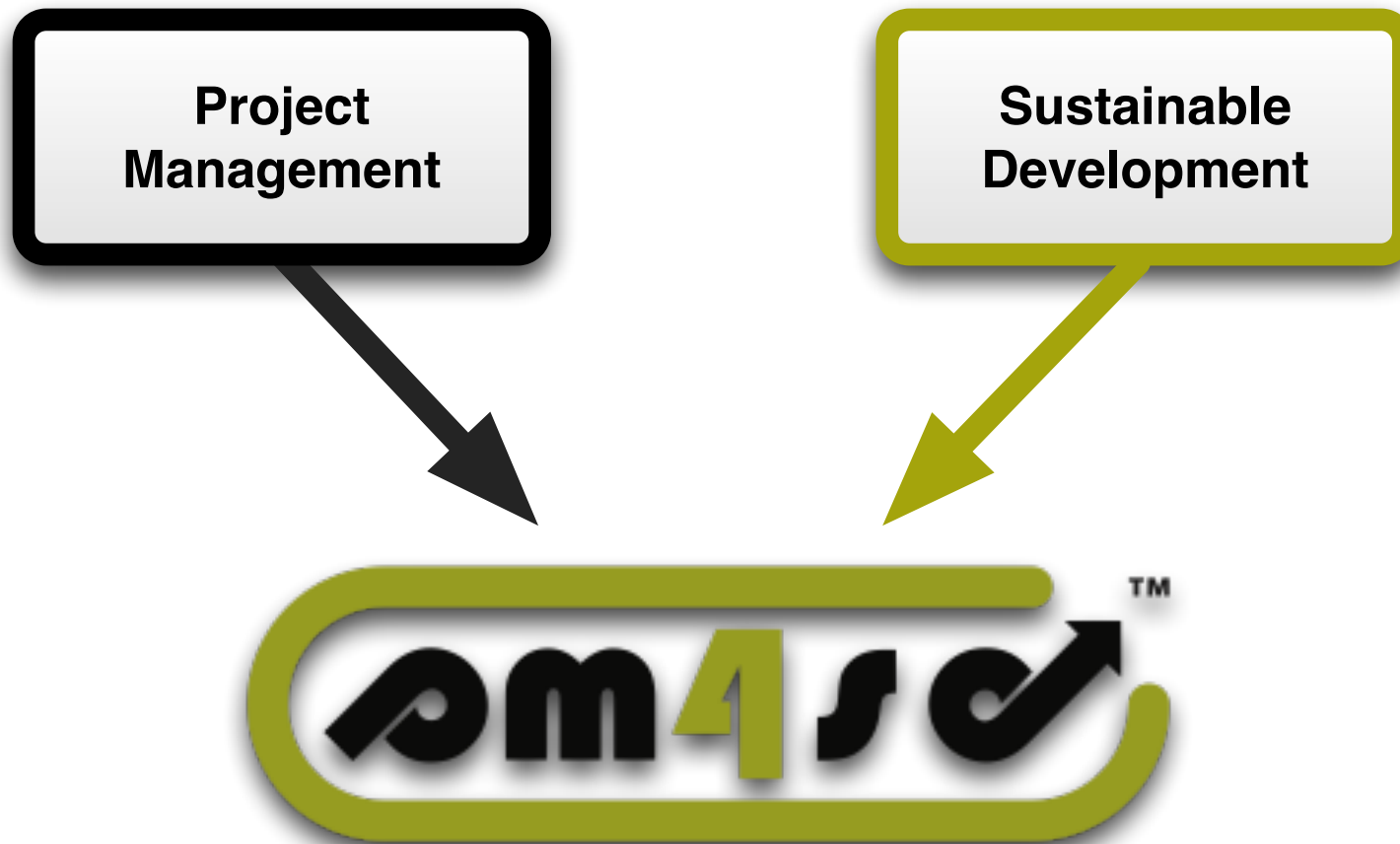




# What is PM4SD?

‘A project management method that aims to support the process of making tourism more sustainable’



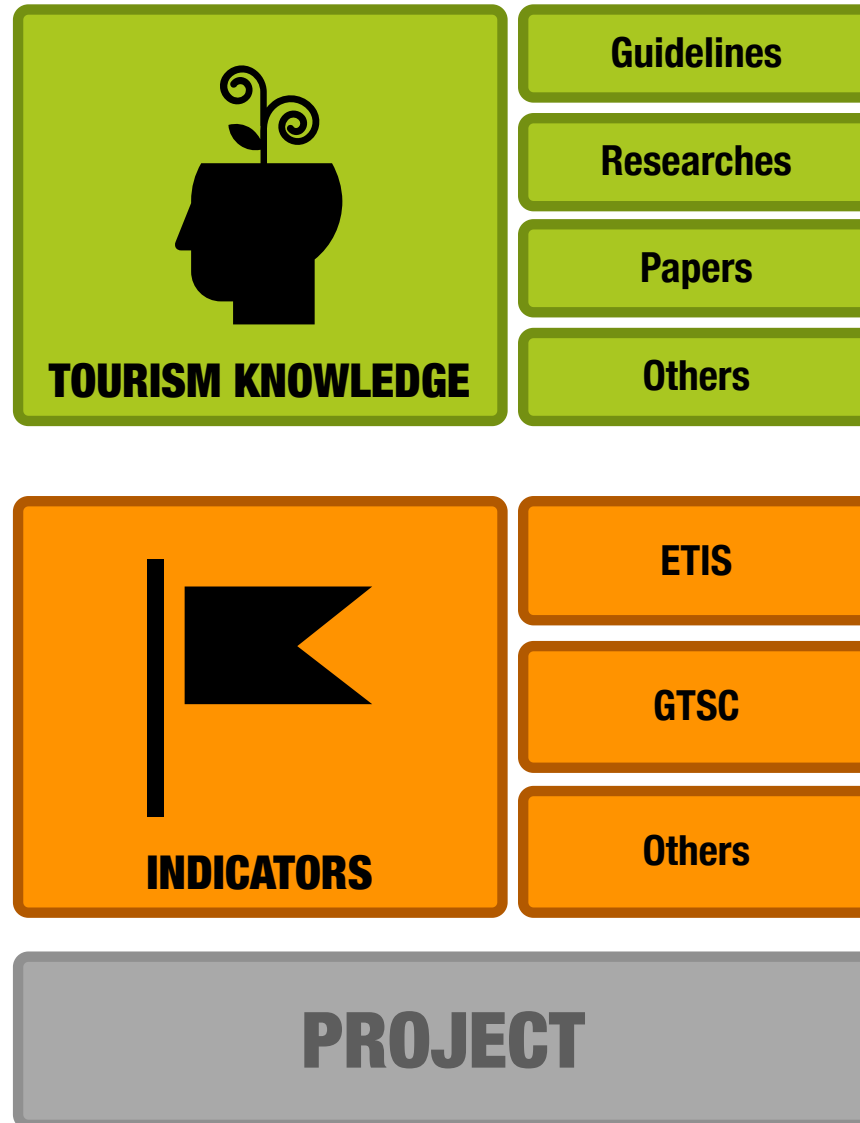


This Combination forms the basis of PM4SD®

**PM4SD™ is a Certified Project Management methodology developed to design and implement tourism projects with sustainability in order to create long term benefits for destinations and local communities.**

# **SUSTAINABLE TOURISM**

FROM THEORY TO PRACTICE



**A well-designed and well-managed tourism can make a significant contribution to the three dimensions of sustainable development and has close linkages to other sectors and can create decent jobs and generate trade opportunities.**

**UN** Resolution 66/288  
*“The future we want” (2012)*

**ETIS (European Tourism indicator System) is a management process on a set of sustainable indicators. The specific objective is to contribute to improving the sustainable management of destinations**

**ETIS Toolkit 2016**

# **PM4SD CERTIFICATION SCHEME**

# Target 1 Organisations

- **Local, Regional, and National Public authorities**
- **Destinations**
- **Tourist Boards**
- **National and Regional Parks**
- **Heritage Sites**
- **Local Development Agencies**
- **Tour Operators**
- **Tourism and Cultural Networks**
- **National Trusts**
- **SMEs**



## **Target 2** Individuals

- **Decision makers**
- **Academics**
- **Tourism Consultants**
- **Destination Managers**
- **Programme Managers**
- **Project Managers**
- **Team Managers**
- **Trainers**
- **Entrepreneurs**



# PM4SD CERTIFICATION

**FOUNDATION**, a three day intensive training course plus a final exam that provides knowledge and understanding of the PM4SD™ methods to be able to work effectively within a project management team applying PM4SD™

**PRACTITIONER**, a two day intensive training course plus a final exam, building on the Foundation course, to provide the understanding of how to apply and tailor PM4SD™ in a scenario situation and co-ordinate small, medium and large scale development projects. To attend this level, delegates must have passed the Foundation exam before.





# FEST SUMMER SCHOOL

- **A knowledge hub**
- **A peer to peer event**
- **A training event**
- **A funding**
- **A networking event**
- A leading event to **promote PM4SD™**  
as best management practice

# SUMMER SCHOOL

“Leadership and Management for Sustainable Tourism”

- July 2013 **Naples, Italy**  
Suor Orsola Benincasa University of Naples



- July 2014 **Seinäjoki, Finland**  
Seinäjoki University of Applied Sciences



- July 2015 **Vitoria-Gasteiz**  
Basquetour



- Oct 2016 **Akureyri**

## PM4SD TRAINING COURSES

**20 Foundation Training Courses & 6 Practitioner Training Courses Delivered**

**8 different countries**



Jordan



Portugal



Spain



Italy



Belgium



United Kingdom



Czech Republic



Canada

# **SUMMER SCHOOL 2017**

## **Leadership and Management in Sustainable Tourism**

addresses one of the most important themes in the tourism industry

**HOW TO PLAN, MANAGE, AND MONITOR TOURISM PROJECTS WITH SUSTAINABILITY**

### **DURATION**

2 days Public Conference and technical sessions  
1 day Study Visit

### **ORGANISERS**

FEST, European Travel Commission

### **HOSTING ORGANISATION**

Selected each year

### **EU INSTITUTIONS**

European Commission, European Parliament

### **INFO**

<http://summerschool.festfoundation.eu/>

**5th edition 05-07 October 2017**

**Parco Nazionale della Sila, Italy**

# Why have a project management method?

**Project management** is the leading, planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks, whilst ensuring sustainable development.

## PM4SD Structure

Variables	Principles	Processes	Components	Techniques	Products
6	10	5	6	4	2
Costs	Continuous Business Justification	Project Direction	Business Case	Product Based Planning	Tourism Specialist Product
Timescales	Learning from Experience	Project Initiation	Risk, Issue and Change Management	Team Building	Management Specialist Product
Quality	Roles and Responsibilities	Stage Definition and Planning	Organisation	Logical Framework Approach	
Scope	Managing by Stages	Stage Control and Product Delivery	Quality	Benefits Maps	
Risks	Management by Exception	Project Closure	Planning		
Benefits	Focus on Products		Progress Control		
	Tailor to Suit the Project Environment				
	Collaborative approach				
	Sustainability				
	Policy				

# **CASE STUDIES**

**PM4SD applied to implement ETIS**

**PM4SD applied world heritage sites management**

**PM4SD applied to create DMOs**

# EUROPEAN TOURISM INDICATOR SYSTEM – ETIS

## For the sustainable management of destinations



### What is ETIS?

- A comprehensive system, flexible and especially suitable for tourism destinations;
- Designed to be a locally owned and led process for monitoring, managing and enhancing the sustainability of a tourism destination;
- A dedicated toolkit, proposed to help destinations to engage in monitoring autonomously.

### What are the main benefits ?

- Assist destinations in developing tourism in more sustainable manner;
  - Working together, as an interdisciplinary team;
- Generate economic benefits, including improved destination reputation and greater visitor satisfaction;
  - Increasing visibility as sustainable destination;
- Creates vision and guidelines for sustainable tourism development;
- Creates a framework for benchmarking, communications and good practice;
  - Help to identify problems and raising the destination profile;
  - Data improvement and data sharing.

# ETIS \ PM4SD

**ETIS** step 1

**PM4SD**

**Raise Awareness**

**Communication Plan**

**ETIS** step 3

**PM4SD**

**Form the Local Stakeholder Working Group**

**Stakeholder Map, stakeholder Analysis**

**ETIS** step 4

**PM4SD**

**Establish Roles and Responsibilities**

**Organization Component**

**ETIS** step 6

**PM4SD**

**Analyse Results/Action Plan**

**Planning Component**

**ETIS** step 7

**PM4SD**

**Enable ongoing development and continuous improvement**

**Planning Component and Benefit Realization Management**



# The successful execution of ETIS

## The Local Team (people)

- **Local destination Coordinator** (a local champion)
- **Stakeholder Working Group**





**Form the Local Stakeholder Working Group applying PM4SD**

## 4 Main Stakeholders

### **Public Sector**

local, regional and national authorities; tourist boards, public attractions (parks, museums, etc), transports, local development agencies, networks.

### **Business Sector**

tour operators, travel agencies, hotel and catering sectors, private attractions, trade organisation, chamber of commerce, etc.

### **Knowledge Community**

international organisations, Academies, Training Organisations, Research Centres, etc.

### **Host Community**

local communities, associations, etc.

# **Stakeholders Management Steps**

- **Identify all the stakeholders**
- **Investigate extent of cooperation**
- **Assign Roles and Responsibilities**
- **Prepare The communication plan**
- **Monitor progress**

# The successful execution of ETIS

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# ETIS \ PM4SD

**ETIS** step 1  
**PM4SD**

**Raise Awareness**  
**Communication Plan**

**ETIS** step 3  
**PM4SD**

**Form the Local Stakeholder Working Group**  
**Stakeholder Map, stakeholder Analysis**

**ETIS** step 4  
**PM4SD**

**Establish Roles and Responsibilities**  
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## Examples from Jordan:

„Training for Sustainable Tourism Management at Jerash Site“

Site Management Plan from theory to practice.



a programme funded by the European Union/  
un programme financé par l'Union européenne/  
برنامج ممول من الإتحاد الأوروبي

Euromed Heritage  
التركة الأوروبية المتوسطية

# **Euromed Heritage \ PM4SD**

**Euromed  
PM4SD**

**Management and leadership skills  
Training course**

**Euromed  
PM4SD**

**Unesco Heritage List  
Planning Component**

**Euromed  
PM4SD**

**Stakeholder Engagement  
Stakeholder Management**



## **Geographical Scope: Jerazh Archaeological Site, Jordan**





Project  
funded by the  
EUROPEAN UNION



ENPI  
CBCMED  
EUROPEAN UNION  
COOPERATION  
IN THE MEDITERRANEAN

**Regional Experience Sharing Workshop**  
**Moving towards sustainable tourism**  
**in Mediterranean MPAs**

24-26 November 2015 - Sinis, Sardinia, Italy

# Sustainability and Tourism in the Mediterranean (S&T MED)

## An Overview



Ministero  
dei beni e delle  
attività culturali  
e del turismo

# S&T MED: Facts and Figures

- **Sustainability and Tourism in the Mediterranean (S&T MED)** is a strategic project, focusing on the integrated valorisation of environmental assets, traditions and cultural heritage through sustainable tourism
- **Overall budget of 5 million Euro** => financed for an amount of 4,4 million Euro by the European Union through the ENPI CBC Mediterranean Sea Basin Programme 2007-2013

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# S&T MED: Facts and Figures

**Coordinated by  
MiBACT**

**9 Partners in 3  
Countries:**

- Governments
- Local Authorities
- Scientific Institutions

**3 target areas**





# **S&T MED** \ **PM4SD**

**S&T MED**

**3 DMOs (Jordan, Tunisia, Italy)**

**PM4SD**

**S&T Med DMO Model**

**DMO Set up and Implementation Plan**

**(Business case, Organization, Planning, Stakeholder Management, Benefit Realization Management)**

**S&T MED**

**Sustainable Tourism Itineraries (Jordan, Tunisia, Italy)**

**PM4SD**

**Business Case, Organisation and Planning Components**

**Product Based Planning Technique**

**Stakeholder Management**

**S&T MED**

**Business Alliances**

**PM4SD**

**Business Case**

**Stakeholder Management**

**S&T MED**

**Network**

**PM4SD**

**Business Case**

**Organization**

**Planning**





# Links

- **PM4SD CERTIFICATION:** <http://www.apmg-international.com/PM4SD.ASPX>
- **ETIS:** <http://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators/>
- **GSTC (Global Sustainable Tourism Council) criteria:** <https://www.gstcouncil.org/en/>
- **2017 International Year of Sustainable Tourism for Development:** <http://www.tourism4development2017.org>
- **10 Year Framework Programme:** <http://www.unep.org/10yfp/about/what-10yfp>
- **Sustainable Development Goals :** <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

# Let's get Social



[@pm4sd](https://twitter.com/pm4sd)



[www.facebook.com/TourismAroundEurope](https://www.facebook.com/TourismAroundEurope)

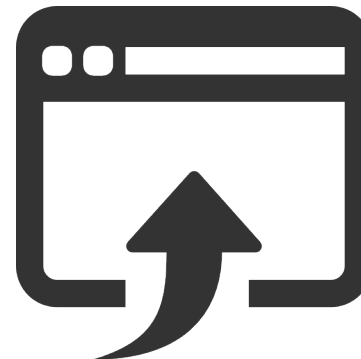


[Project Management for Sustainable Tourism](https://www.linkedin.com/company/project-management-for-sustainable-tourism)

[www.pm4sd.eu](http://www.pm4sd.eu)

[www.festfoundation.eu](http://www.festfoundation.eu)

[www.apmg-international.com](http://www.apmg-international.com)





**A method that aims at supporting sustainability**



# thanks

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Silvia Barbone | **FEST Director**



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