



European Manager of Innovation in Smart Tourism Destinations



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INTRODUCTION

The European tourism sector is currently undergoing a real revolution, a genuine paradigm shift -that has changed the structure of the tourism market and generated different opportunities and risks (Buhalis y Costa, 2006). This is being caused by a range of different factors: general factors affecting all economic activity and new approaches to strategic planning, technological development or sustainability and innovation policies; and specific factors of the tourism sector such as: high penetration of information and communications technology (ICT) in tourism production and consumption; the need to ensure the environmental quality of destinations, to enrich tourism experience and to strengthen and communicate the attractiveness of a place.

Technologies have been introduced in all stages of the tourism value chain and have become a key factor of competitiveness, and we can see how in an activity intensive in the use of information such as tourism, the pervasive presence of the internet has brought a revolution in tourism consumption, production and marketing.

The new dynamics of the tourism market (new tourism profiles, changes in consumer habits, new products and restructuring of traditional ones), together with demographic, political, economic and social change, pose new management challenges for which we have powerful new tools based primarily on technology.

However, the above changes also require a new approach to tourism management and a new role for the local authorities in charge of its direct management. This in turn necessarily implies both the defining models of territorial development and tourism development that are in line with the current situation of the global tourism market and also new

management challenges, such as defining the skills and competences (professional profile and training curriculum) of those professionals working in tourism planning and management in tourism destinations.

In this context, the INMATOUR project which this document forms part of, addresses the gap found between the new competencies and skills nowadays demanded in tourism planning and management, and the existing supply of training. The project proposes a new Professional Profile called “European Manager of Innovation in SMART TD Smart Tourism Destinations”, linked with a training curriculum which is structured in five areas of knowledge (chapter 3):

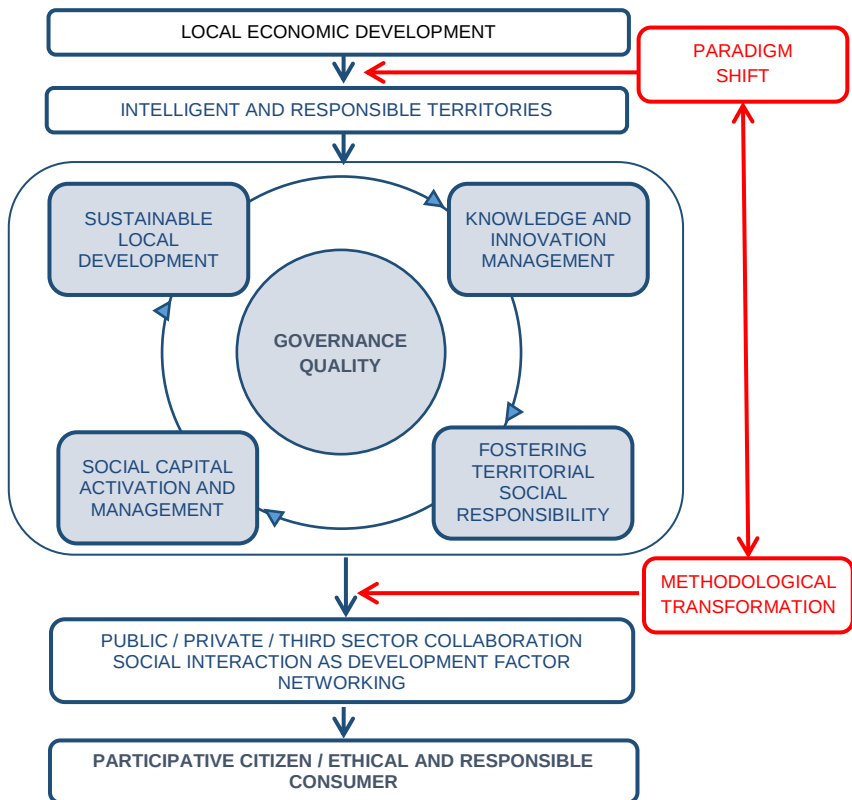


Chapters 1 and 2 cover a definition of territorial development models that was previously lacking and of tourism, linked to the professional profile and training curriculum:

- a) **Chapter 1** focuses on the definition of a territorial development model, "Intelligent and Responsible Territories" Model (TIR Model), which implies a paradigm shift in the design of local development policies. It is structured around new areas of interest: Sustainability and Sustainable Local Development, activation and management of Social Capital, promotion of

Corporate Social Responsibility (CSR) and Territorial Social Responsibility (TSR), Knowledge and Innovation Management in the territory, and improving Governance and Social Participation.

INTELLIGENT AND RESPONSIBLE TERRITORIES MODEL



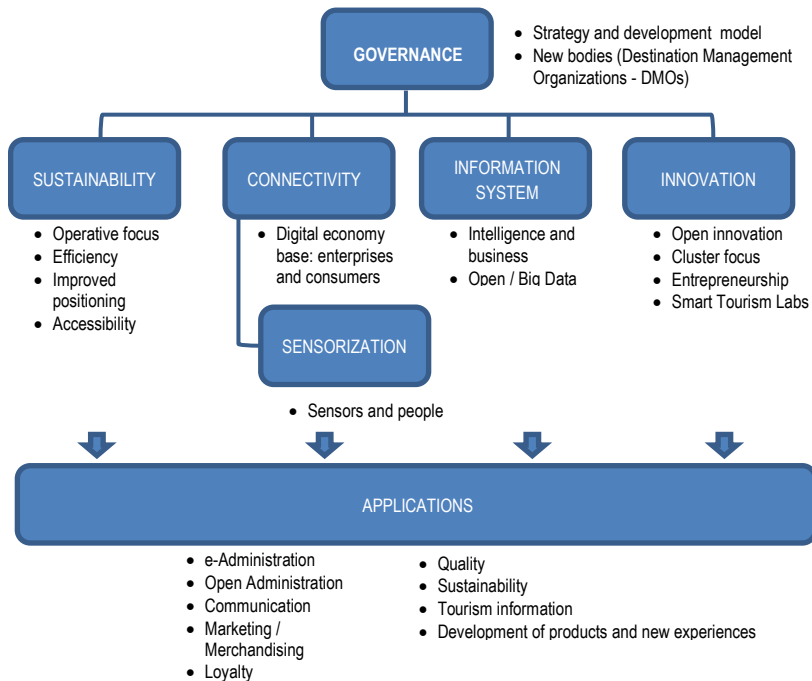
Source: Farto, A.J., 2006.

The TIR model defines Intelligent Territories in the first instance as "those able to learn to innovate and compete".

- b) **Chapter 2** is devoted to a tourism development model, "Smart Tourist Destinations" Model SMART TD both for its coincidence and consistency to the TIR Model, as for its ability to respond to the profound changes that currently suffers the Tourism Sector.

SMART TD. The Smart Tourism Destinations Model is founded on real governance of tourism destination according to the reference terms defined by the EU (openness, participation, accountability, effectiveness and coherence) on which five interrelated areas are built: sustainability, connectivity, sensorisation, information system and innovation ecosystem.

SMART TOURISM DESTINATION MODEL



Source: IUITR, 2015

The Smart Tourism Destination Model defines Smart Tourism Destinations as “an innovative space, accessible to all, supported by a cutting-edge technological structure that ensures sustainable development of the tourism territory, and facilitates interaction and integration of visitors with the environment, increasing the quality of their experience of the destination” (Spanish National and Integral Plan of Tourism 2012-2015).

We conclude this brief introduction by noting that the INMATOUR project, which was implemented under the Erasmus+ (2014-2016) Programme, with the participation of five partner countries (Spain, Greece, Cyprus, Sweden, United Kingdom), has also developed a: training package with the five areas of knowledge of the curriculum, an on-line training platform needed for blended-learning, a social virtual community for the exchange of knowledge and best practices, and a network of organizations interested in Innovation Management in Tourism. These are all available on the project website.



TERRITORIAL DEVELOPMENT MODEL: INTELLIGENT AND RESPONSIBLE TERRITORIES

Chapter 1

1.1 INTRODUCTION

If we are going to talk about intelligent and Responsible Territories (TIRs) it is logical to ask ourselves what is intelligence?, and whether the adjective can be indiscriminately used to describe people, buildings, businesses and territories?

In an excellent essay entitled "Failed intelligence" (2004) the author, J.A. Marina, defined intelligence as "the ability of a subject to direct its behaviour, using the information captured, learned, developed and produced by it-self". The management of intelligence is associated with problem-solving, and not unrelated to the ability to define and choose behavioural objectives or models of personal development.

For us it is obvious that when the subject is a previously defined homogenous territory (for example, a municipality) its "behaviour" will be reflected in its "territorial development model". For example, if it seeks for sustainability it will then tend to balance wealth creation with social cohesion and preservation of nature.

Marina also writes about failures of intelligence, and mentions among others "the eighteenth-century Spanish society shouting "long live the chains", French society that applauded the warlike and greedy fury of Napoleon, German society that hailed Hitler and his ravings, and the advanced industrial society that is building an economy that irreversibly depletes nature or imposes a system that makes working life and family life incompatible, or a globalization that increases the gap between rich and poor countries".

It is therefore also permissible to ask ourselves when the divorce between society and nature happened,: when nature became the enemy of men, its dominance a goal of "progress" and technological development, and its destruction, the price to pay for "our development".

After stating that the triumph of personal intelligence is happiness, and the triumph of social justice is intelligence, he will conclude that "Fair societies are intelligent. And the unfair ones are stupid".

Idea of social justice that will inescapably forward us to the thought of Sen, A. (1999): "when social justice is analysed, there are strong reasons for judging individual advantage in terms of the skills that a person has, i.e., of fundamental freedoms that person enjoys to have the kind of life that the person has reason to value. From this perspective, poverty should be seen as deprivation of basic abilities and not merely as lack of income, which is the usual criterion by which poverty is identified".

Which in turn will lead us to the conception of development as freedom: "It is mainly an attempt to see the development as a process of expanding the real freedoms enjoyed by individuals. In this approach, it is considered that the expansion of freedom is 1) the main purpose and 2) the main means of development. We can respectively call them the "constitutive role" and the "instrumental role" of freedom in development" (Sen, 1999).

A development concept which claims to recover the lost relationship between ethics and economics, which takes us into the so-called Ethics of Development and encourages the emergence of new concepts and structures of development in the global knowledge society of the XXI century (sustainability, Social Capital, Governance...) because we need "new ways of thinking to solve problems created by old ways of thinking".

Outlined the theoretical framework, we will now move forward to the definition of our Intelligent and Responsible Territories (TIRs).

1.2 DEFINITION OF INTELLIGENT AND RESPOSIBLE TERRITORIES (TIR)

Successive definitions of territory, from its physical meaning as support of human activity to the recognition of its social, cultural, natural and economic identity, have contributed to an interesting theoretical debate, both about the concept itself and about associated development policies over time.

The definition of territory that we adopt is a central issue in any development policy, and even more when we act at local level. Depending on the definition we adopt, we will study one thing or another, we will use different techniques of analysis and indicators; our diagnosis and policies derived therefrom, objectives and expected results will vary: that is, all the elements which constitute the corpus of, for example, a Local Strategy of Development and Employment.

Our concept of territory is rooted in that of "local environment" (Aydalot, 1986): network of local actors, together with the relations that form the productive system in which economic, social, political and institutional agents have specific ways of organization and regulation, have their own culture and create a dynamic of collective learning.

It is also a territory equipped with skills and abilities resulting from its structure and social dynamics (Lawson, 1999); an Intelligent Territory which, in a first approximation, can be defined as that one is able to learn to innovate and compete.

It is the logic of the organization, the cooperation and interdependence links among local actors that allow the local environment to cooperate to innovate and compete. The concept of competitiveness which is right now hegemonic in economy, is progressively displacing the concept of development, and we sincerely wish that it will tend towards the sustainable social competitiveness" that is posited by some authors, taking as reference the idea of coopetition (cooperation and competition) coined by others.

To get to the idea of Intelligent Territory it is necessary to highlight the relationship between territory and innovation. On the one hand it is evident that the rise of innovations (also social innovations) and technological change in a territory are associated with local know-how, the qualifications of its inhabitants and existing knowledge institutions; and on the other hand, that territories act as incubators for innovations, as the result of a social and organizational collective learning process.

We understand development as a collective process, and innovation as a cooperative learning one, both of them linked to the territory: we speak about “cooperative learning”, social and informal interactive learning, learning aimed at solving the problems of the local community (“learning by doing” (Rummelt, 1994); “Theory of learning by doing” (Engeström)); we speak about social and organizational learning developed in a framework of cooperation among different organisms and groups of interest, working together within project teams, or dynamic networks, with a common goal of creating a community attitude and know-how, a community of practice (Nayham, 2003).

In second instance we will define Intelligent and Responsible Territories (TIR) as those territories able to increase their Social Capital and improve their management and problem solving skills through knowledge management and social learning processes, based in networking, social interaction and deepening democracy (good governance); and aimed at creating value from these values within the framework of a sustainable development model oriented to the satisfaction of all stakeholders.

A concept of TIR whose main defining characteristics acquire special significance when we intervene at local level in a global system, where “local and global are complementary terms, joint creators of social and economic synergy” (Borja, Castells, 1997).

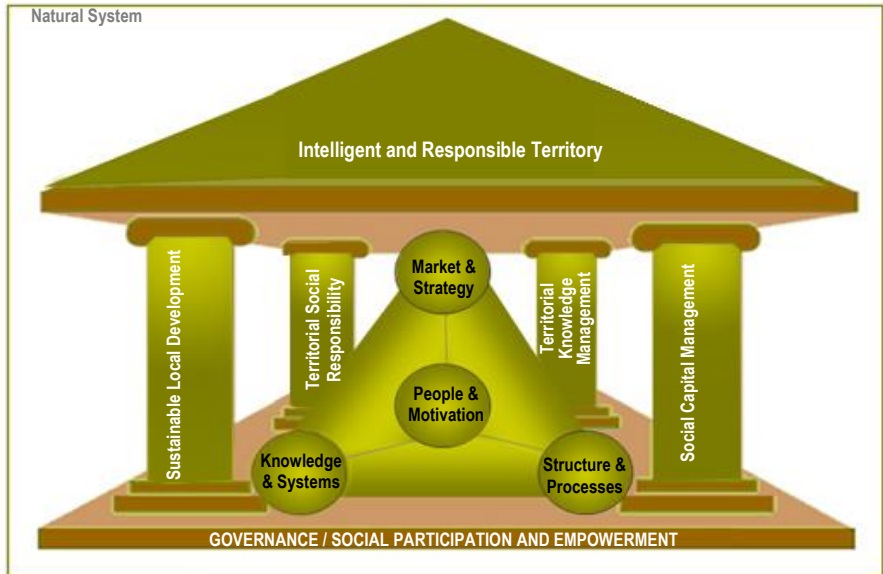
We find ourselves in an increasingly globalized world dominated by ICTs where, in parallel, occurs a revaluation of the local level for several reasons:

- The articulation between society and economy, technology and culture, in the new system can be brought about more effectively and equitably through strengthening local society and its political institutions.
- The local acquires strategic importance as a management centre of the global in the new techno-economic system. Strategic importance which manifests itself in three key areas: productivity and economic competitiveness, socio-cultural integration and political representation and management.
- From the economic point of view, the territorial context is a key element in generating business competitiveness in a globalized economy, and it is precisely local government (municipal or regional) who can best contribute to improve production and competition of enterprises' conditions, from which in turn, and ultimately, depends the welfare of local society. The competitiveness of companies in the new economy depends increasingly on generating productivity conditions in that territory in which they operate.

Even more if we refer to "excellent enterprises", sustainable enterprises about which we will speak later on.

It is also good to have a first graphical representation of the TIR concept which, as a tribute to the inventors of democracy, takes the form of classical architecture (chart below): TIRs build upon a solid base of quality in Governance, social participation and citizens empowerment; supported on four basic pillars (Sustainability, Social Capital, Strategic Management of the Territory and Territorial Social Responsibility (TSR)); sheltering among them the prism representing the "abilities of the territory" (capacity to produce, learn, innovate, etc.), where people and their commitment to the territory are placed in the centre of the graph; and all that is integrated in a natural system because we consider the New Global Economy based in knowledge as a subsystem of the natural global system (the biosphere).

INTELLIGENT AND RESPONSIBLE TERRITORY



Source: Farto, A.J.

We need a New Economy which places people and environment in the centre of the economic thought: we also believe that if we can imagine it, we can contribute to create it.

1.3 BACKGROUNDS AND CONSIDERATIONS FOR THE DEFINITION OF TIR MODEL

TIRs didn't appear out of nowhere. We need to consider a whole range of backgrounds and prior considerations, from which they drew nourishment, and which were gradually shaping the concept of TIR; considerations directly linked to the definition and evolution of the European Development Model (EDM).

1. The first consideration that we must consider is the redefinition and reorientation of the EDM. Let's recall the Declarations of Lisbon and Gothenburg:
 - "To make the EU "the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion" (Lisbon, 2000).
 - "In the long term, economic growth, social cohesion and environmental protection must go hand in hand" (Gothenburg, 2001).
2. Derived from the above, a second determining consideration to take into account is the progressive introduction of the concept of sustainability in the MDE:
 - It draws the attention to the need for major changes in the way society interacts with natural systems, if we don't want to irreversibly degrade the vital systems that support the operation and welfare of society (climate, biological diversity, atmosphere, oceans, fertile land, etc.).
 - Again and again, as an essential part of politically correct speech, the message of the Rio Summit (1982) is used: "satisfaction of the needs of the present generation should not compromise the right of future generations to meet their own needs"

This progressive introduction of the concept of sustainability in the MDE, undoubtedly derived from the need to redefine and reposition

the society / nature relationship, will lead to the consideration of some core ideas which are key to the new TIR model:

- Consideration of the balance between social cohesion / nature conservation / economic activity.
- End of the belief that the economic system can operate independent of the natural system, and that production and distribution of goods and services to meet human needs have no environmental limits.
- The New Global Economy (NE) based in knowledge is, and is considered, a subsystem of the global natural system: the biosphere.
- The interim evaluation of the European Employment Strategy (EES, 2002) defines the municipality as promoter of Sustainable Local Development (SLD), and proposes the gradual strengthening of consultation and networking strategies.
- The consequences of the implementation of a SLD model affect both the priorities and methodologies of Local Development (LD) and policies and instruments for its implementation.

We would like to emphasize in this section that, while agreeing with the emphasis put on "meeting needs" by the Brundtland Report and the Rio Declaration, the relationship between humans and nature must be understood in a broad sense:

"Without doubt people have "needs", but they also have values and they especially value their ability to reason, evaluate, act and participate. To depict people just according to their needs could transmit a rather limited view of humanity.

To use a medieval distinction, we are not only patients whose needs need to be addressed, but we are also agents whose freedom to decide what we value and how we strive to obtain it can extend far beyond the satisfaction of our needs.

It should then be asked whether environmental priorities must also be seen in this context and based on the possibility of sustaining our freedoms...

Focusing attention on sustainable freedoms, besides being conceptually important (as part of a comprehensive general approach to development as freedom), can also have tangible implications of immediate relevance" (Sen, 2007).

In any case it will be important not to forget that ecological citizenship is one of the fundamental pillars of sustainability.

3. A third factor that will gradually seeps will be taking in account social interaction as a strategic development factor, what will lead to greater emphasis on all aspects related to social participation and deepening democracy (governance), also insisting on a higher, more rational and better coordinated administrative decentralization.

As in previous case, considering social interaction as a factor of development, involves the admission of many other core ideas which are relevant to the TIR model:

- There is a strong questioning of the rigid separation of functions between the public and the private sector: it is emphasized the co-responsibility of all development actors, and advocates to new forms of public / private partnerships.
- Consequence of the previous appreciation occurs a revaluation of social networks (especially those that include active public/private/third sector participation), and networking as a methodology of participation and social cooperation.
- At the same time the importance of civil society organizations is found in various subjects (jobs creation, care to people in social exclusion situations, etc.); it is claimed by some authors the demonopolization of the public by the public administration to the civil society organizations; while others give the Third Sector a key role as main social agent responsible of generating Social Capital.
- They start talking of Social Capital as a new factor of production, and according to the World Bank, as we will see later on, there are four types of capital: natural capital (natural resources of a territory), built capital (infrastructures, capital good, financial capital, commercial capital, etc.), human capital

(education, health, etc.) and Social Capital (networks, values and institutions).

4. As a fourth element it is interesting not to ignore the express and repeated mentions made in different EU Summits (Lisbon, Gothenburg and Nice) to Corporate Social Responsibility (CSR); which are strengthened in the EU Green Paper on CSR: "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"

The Lisbon European Council made a special appeal to the sense of CSR regarding best practices related to lifelong learning, work organization, equal opportunities, social integration and sustainable development.

Later in Gothenburg, it alluded to the role that public institutions should play when promoting CSR in the territory: "Public policy also has a key role in encouraging a greater sense of corporate social responsibility and in establishing a framework to ensure that businesses integrate environmental and social considerations into their activities. [...] Businesses should be encouraged to take a proactive approach to sustainable development in their operations both within the EU and elsewhere".

We spoke earlier of recovering the lost relationship between ethics and economics, immersing ourselves in the so-called Ethics of Development, redefining the role of the enterprise, and of the new challenges to be faced in the New Economy: "Such challenges could be sorted into three major categories, which require the exercise of three great virtues: 1) the concern about the viability of enterprises in the new era, which requires the exercise of prudence, a prudence that demands to create and generate confidence; 2) the possibility of building a cosmopolitan citizenship with the help of information technologies, which requires the exercise of justice; and 3) the need to assume corporate responsibility in the process of

globalization, using business ethics as a factor of humanizing innovation" (Cortina, 2003).

A. Cortina, Professor of Ethics and Political Philosophy at the University of Valencia, speaks of the "excellent enterprise that understands itself as an entity with a culture that has an ethical level; a group of people cohered around values that constitute their identity, on which to base their activity, with a proactive approach to anticipating the future, and to generate an ethical and supportive climate with all the members and groups affected by the activity (stakeholders). An excellent enterprise that takes social responsibility as an instrument of quality management, and is provided with instruments that already exist such as "objectifying" of business ethics (codes, monitoring Committees, audits, reports, etc.)".

The signatories of the "Code of Good Governance for Sustainable Business (Forum Business and Sustainable Development, 2002) walk in the same direction when they define sustainable enterprise as "one that creates economic, environmental and social value in the short and long term, contributing thus to increasing well-being and genuine progress of present and future generations, both in their immediate environment and on the planet in general".

While being aware at this point that we have won over the scepticism of many readers with a vision of the company which unfortunately is in many cases far away from reality, we refuse not to expand the content of this Code signed by most of the bigger Spanish corporations, although many consider it a mere declaration of principles without solid foundation and future overtones: "a sustainable enterprise is one that contributes to: increasing wealth creation; ecological integrity of our planet; social justice and solidarity and therefore to the eradication of poverty and the increasing differences between countries and within them; the necessary democracy which is a prerequisite for peace, security and the eradication of terrorism and all forms of violence; and the progress of humanity at all levels, while respecting human rights

and the exercise of fundamental ethical values. Furthermore, a sustainable enterprise must collaborate with the public sector of democratic countries in its governance; respect, defend and promote the values included in this Code in those non-democratic countries when it has operations in them; and avoid any kind of support by action or omission to non-legitimate governments and systems”.

5. Last but not least important, there is evidence of the existence of a double convergent process of revaluation of social factors in economic activity.

The revaluation of social aspects of all economic activity is manifested through the development of two parallel processes aimed at creating synergies and collaboration between two areas which have been far apart up to now (private sector and third sector):

- Increasing professionalization of Third Sector by incorporating economic and business management criteria as a tool for social purposes: social cohesion, solidarity, insertion of groups in social exclusion, cooperation for development, equal opportunities, environment preservation, etc.
- Integration of enterprises, and incorporation of values of social and environmental character into their productive and commercial strategy (CSR).

1.4 STRUCTURING CONCEPTS AND CHARACTERISTICS OF THE TIR MODEL

Since the mid-90s we have seen a profound conceptual and methodological redefinition of the theory of Local Development, mainly due to the redefinition of the relationship between society / nature / economy / government / business.

The aforementioned redefinition of relationships will lead to the emergence and/or enhancement of new concepts around which the new TIR model is structured in an initial stage.

Redefinitions leading to the emergence of these new concepts are:

- Redefining the relationship between society / nature: Sustainability.
- Redefining the relationship between society / economy: Social Capital.
- Redefining the relationship between society / business: Corporate Social Responsibility.
- Redefining the relationship between society / government: Governance.

We are witnessing a paradigm shift from a model of Local Economic Development (LED) to a model of Sustainable Local Development (SLD) induced by the emergence and growing importance of these four concepts.

Such a paradigm shift does not involve just a theoretical redefinition, but also leads to an important methodological change which will affect, not only what to do under Local Development (LD) policies, but also and above all, how to make what.

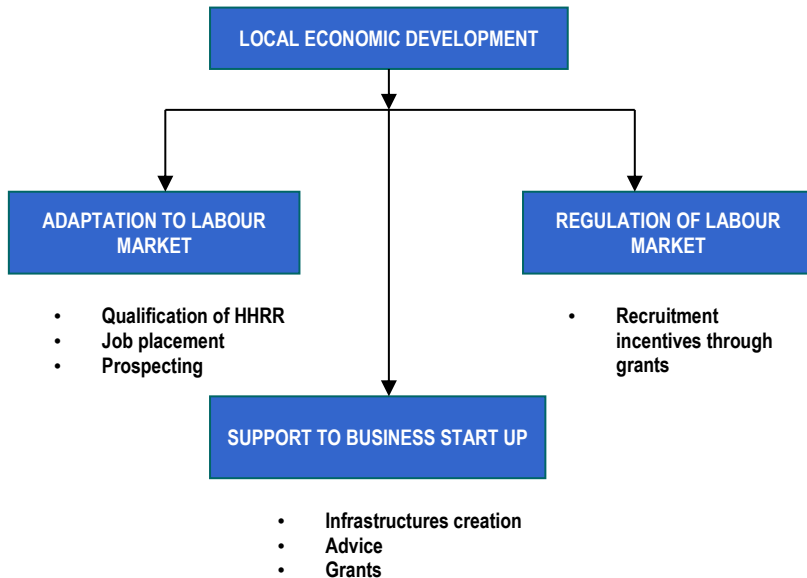
The question is not that much what to do but how to do what needs to be done and who should do it: not that much the what, but rather who will do what, how, where and when will it be done.

Finally note that we are building a development model that rests not on a citizen who is a passive consumer of products, services and policies but on a citizen who is a participatory, ethical and a responsible consumer and who wants to actively participate both in decision-making, as in the definition, the management and evaluation of development policies that directly affect his/her community and quality of life.

We could even list some of the characteristics of the TIR model:

1. The creation of **new areas of interest** (Social Capital, Corporate Social Responsibility (CSR) and Territorial Social Responsibility (TSR), Governance, Knowledge Management in the Territory), which complement, enrich and provide a comprehensive approach to the economic vision of the Local Economic Development (LED) model.

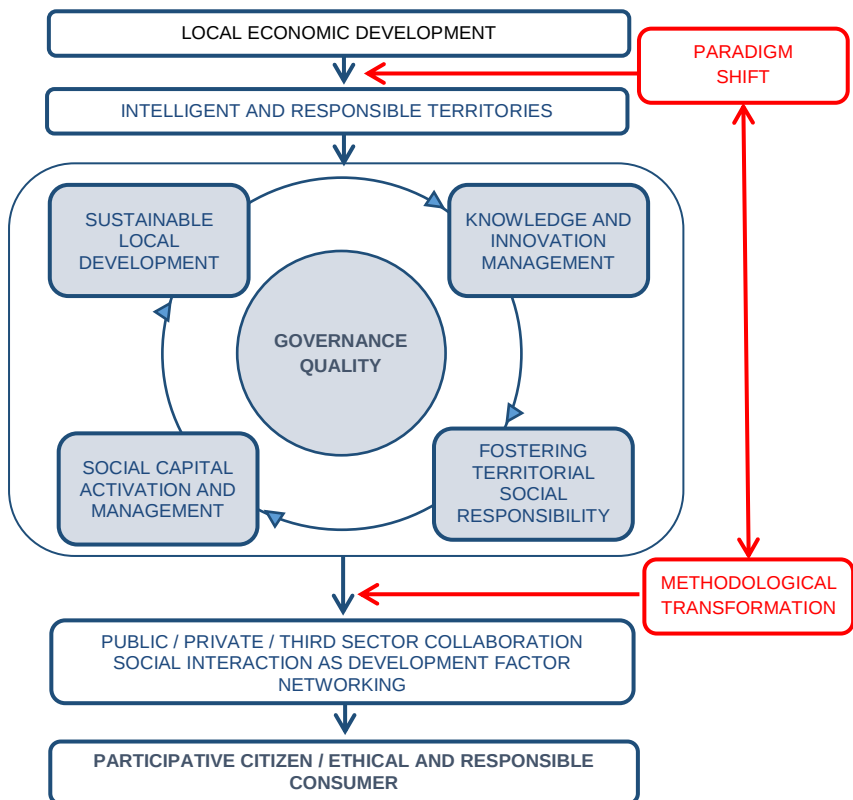
A LED model that beyond the abundant literature generated has focused mainly on three major thrusts of strictly economic nature.



Source: Farto, A.J., 2006

New concepts, new areas of interest, paradigm shift induced by the progressive incorporation of the sustainability concept into the development model, and especially a deep methodological transformation: all these allow us to visualize a new model of integral development, which complexity goes beyond the mere economic vision of LED, and focuses on management of intangible assets of the territory.

INTELLIGENT AND RESPONSIBLE TERRITORIES MODEL



Source: Farto, A.J., 2006.

2. **Revaluation of Social Capital in the Territory** and consequent reorientation of LD policies towards to its development.

The emergence of the concept of Social Capital as well as the orientation of LD policies towards its prospecting, activation, management and regeneration mainly at local level, involves a whole series of theoretical and methodological changes in the theory of LD:

- Social Capital as productive and development factor.
- New priorities: environment and social cohesion; governance and social participation; social economy and third sector.
- New methodologies: networking; public/private collaboration; social dialogue; social interaction as development factor.
- New instruments against the vulgarization and technocratization of Strategic Planning: Agendas XXI; community development plans...

Formal definitions of Social Capital refer to the norms and networks that enable people to act collectively: to institutions and sets of relationships, attitudes and values that determine the interaction between people, involving, at the same time, a social network that brings benefits to people participating; through all these elements (institutions, norms and networks) stakeholders and groups influence and/or access power and its resources, formulate and make decisions, etc.

We start with the assumption that those communities that have a large and diverse cast of social relations and civic associations, are in a better position to solve their problems, and/or meet their needs.

James Coleman defines Social Capital as the ability of people to work together, in groups or organizations; and defines cooperation as a rule of voluntary compliance, differentiated from non-voluntary cooperation enforced by a third party. The ability to voluntarily cooperate depends at the same time, on the degree to which communities share norms and values, and their ability to subordinate the individual interests to the group ones, social trust

being one of the main components of the standards and values that defines the existence or lack of Social Capital.

Other definitions refer to Social Capital as the set of current and potential resources linked to being part of a group, which allows each member of the group to benefit from the return produced by the collective capital. The Social Capital of a person will include both their relations with other people and the relations those people keep.

Therefore, Social Capital is owned on a shared basis by the parties of a relationship, without individuals having a right of property on it. That's why it has to do with resources within the structures and processes of social exchange (social interaction), and not with the individual's resources.

Many people from different disciplines have provided different definitions of Social Capital looking for answers to different problems and questions:

- J. Coleman (1988), from sociology of education, spoke of "aspects of the social structure that facilitate certain common actions of agents within the structure"
- R. Putman (1993), from political sociology, referred to Social Capital as "those aspects of social organizations, such as networks, norms and trust, which allow action and cooperation for mutual benefit".

From international organizations with a clear economic nature this issue has also been addressed:

- For the World Bank (1998), Social Capital refers to "the institutions, relations and norms that are part of the quality and quantity of social interactions in a society"
- The OECD (2001) defines it as "networks which together with shared norms, values and opinions make cooperation within and between groups easier".

The number and variety of definitions does nothing but reveal a rich epistemological and methodological debate that trying to simplify could be reduced to two main schools of thought:

- a) The structural definitions (Bordieu 1985; Coleman 1990) in which it appears as “a set of resources available to the individual arising from their participation in social networks”, making “the access of individuals to Social Capital dependent on their participation in some form of social relationship”, and having as material reference of Social Capital “the stable network of interpersonal relationships”; the existence or not of a “stock of Social Capital” will depend on the characteristics of this network.
- b) The cultural definitions (Newton 1997; Stolle 2000) where “it is conceived as a subjective phenomenon composed of values and attitudes that determine how individuals relate to one another”, an approach where “social trust” is a key element in addition to an indicator.

We will add a clearer definition: “Social capital is defined as the set of norms, institutions and organizations that promote trust and cooperation among people, communities and society as a whole” (Durstun, J. 1999).

Following this last author, formulations of the concept focused on its collective manifestations propose “that stable relationships of trust and cooperation can reduce transaction costs (Coase, 1937), produce public goods (North, 1990) and facilitate the creation of social actors or even healthy civil societies (Putman, 1993)”.

It is also of interest for us to highlight the relationship between Social Capital and institutional effectiveness, economic performance and collective action.

It is true that we still lack a well-constructed epistemological and methodological body of theory, but the fact remains that many empirical studies demonstrate the presence and effective action of Social Capital: from the significant correlations between the degree

of trust existing in a society and factors such as judicial efficiency, absence of corruption, quality of bureaucracy and compliance with tax obligations¹, through the hypothesis that Social Capital makes more productive other forms of capital such as human and financial², to the relationship between Social Capital, equity and public health³, or Moser's warning (1998) about the vulnerability of those who are poor in Social Capital to economic crises.

Focusing mainly on those relations linked to the economic "it is often argued that dense social networks build trust, reduce transaction costs and facilitate greater information and innovation"⁴; without forgetting the influence of Social Capital in the development of human capital⁵.

It is now recognized that natural, physical or productive capital and human capital determine only partially the process of economic development, to the extent that they do not take into account how actors interact with each other and organize themselves to generate growth and development. This factor is the Social Capital.

Countries, regions and cities in each country, with a similar amount of physical, human and natural capital, have reached very different economic development levels.

At this point we could define Social Capital as that asset which determines how the actors interact with each other, and how they organize themselves to generate growth, development and social progress: if financial capital is in the bank accounts of individuals, and human capital is in their brains, Social Capital is in the structure and nature of social relationships.

¹ La Porta, López de Silanes, Shleifer y Vishny, 1997.

² Teachman, Poasch y Caver, 1997.

³ Kawachi, Kennedy y Lochner, 1997.

⁴ Putnam 1993; Boix y Posner 1996; Kenworthy 1997; Greif 1989.

⁵ Coleman 1988.

In its study "The welfare of nations. The role of human and social capital" the OECD itself (2001) recognizes that studies linking Social Capital, and access to it, with better health, increased welfare, better child care, less crime and better quality of government.

But is not just the OECD which focuses in Social Capital concept. The World Bank (W.B) brought its own definition, and mentioned four basic different forms of capital: the natural one (natural resources), the built one (infrastructure, capital goods, financial capital, commercial capital, etc.), the human one (mainly health and education) and Social Capital (institutions, relationships and norms). As we have said it has been recently discovered by development sciences, and it is still poorly defined, but gradually given more and more importance: "some studies attribute the cause of economic development of nations in the late twentieth century in a high proportion to the latter two forms of capital (human and social capital), and indicate that there are decisive keys there to technological progress, competitiveness, sustained growth, good governance and democratic stability" (Kliskberg, B., 1999).

3. Taking into account social and ecological aspects of all economic activity and the redefinition of the relationship of enterprise/society/nature, will bring us to another set of considerations to highlight:

- Strategies of CSR against economic profit as the only aim of the enterprise, and no pollution of economic policy with social objectives.
- The market as a 2nd degree variable, dependent on social trust (which is at the same time one of the main indicators of the existence of Social Capital in the territory).
- CSR as direct economic value and more as investment than expense, as happens with quality management.
- Exploitation of public / private collaboration to create a supportive environment for CSR.
- Permanent increase in the number of ethical citizens / responsible consumers, which indicates a mature situation to

face new challenges side lined in the practice of LD for the last 20 years:

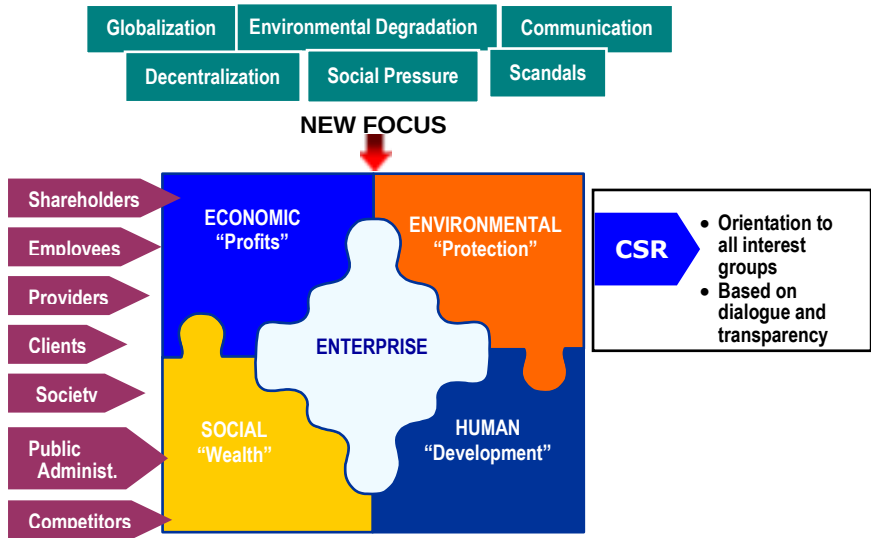
- Ethical and transparent money.
- Socially responsible investment
- Fair trade.
- Microfinancing of Local Development.

That old image of the enterprise conceived as a black box or productive structure, set on a territory understood as mere physical support for its setting-up, in which raw material enters and leaves as processed product, and whose only aim is to obtain the maximum profit for its shareholders, is banished.

An enterprise that stood in an economic sphere characteristic of the private sector is quite distinct from other spheres (social, environmental) characterised by isolation (only relieved by weak relations which were more altruistic than functional), but whose responsibility is absolutely alien and corresponds to the values of the public sector or, in some cases, to the voluntary action and assistance of NGOs (which, of course, are not even recognized as a sector, or a valid stakeholder for economic activity).

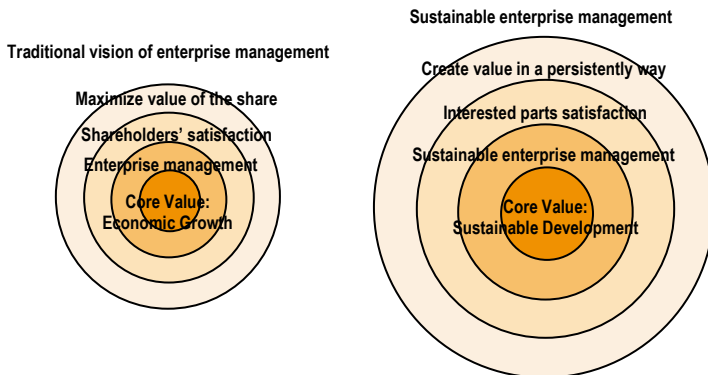
Against this anachronism and dark image, we can glimpse the sustainable enterprise, primary engine of sustainable development, and therefore involved and responsible in all aspects, with an indisputable "interface" function between society / economy / nature.

CORPORATE SOCIAL RESPONSIBILITY



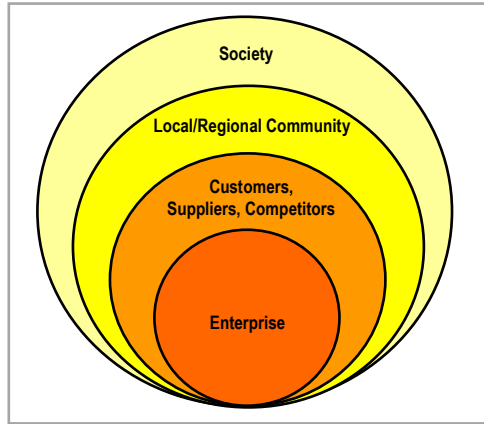
A new conception of the enterprise that involves substantial changes in both its vision and mission, as well as in the form of managing it.

MANAGEMENT OF THE SUSTAINABLE BUSINESS



Source: Code of Good Governance for Sustainable Business. Business and Sustainable Development Forum (2002).

A new vision of the company that, against the traditional separation of spheres (social, economic and environmental), illustrates an "integrative model" where the enterprise, as we have seen in the first graph, plays the role of "interface".



Source: OLABE, A. (2002).

Under this integrative model we can introduce the concept of Social Responsibility of the Territory or Territorial Social Responsibility (TSR), a concept linked to the existence of Social Capital, Governance of quality and wide consensus on CSR in the territory; a TSR product of the coordination and cooperation among all stakeholders of the territory, of networking and social / organizational learning, which at the same time contributes to activate, regenerate and manage all those factors needed to produce SLD; a concept which finds in the intelligent territory (space-network, net of networks) its ideal scale and field, and can be defined as the needed contribution of Intelligent Territories to Local Sustainable Development.

4. Importance of social networks of cooperation in innovation and development territorial processes.

As is claimed by various authors such as Vázquez Barquero, A. (1999) now is the time to start with third generation policies:

- The first generation of regional policies was mainly oriented to creating infrastructures and stimulating the location of external companies through incentives.
- The second generation placed the emphasis on initiatives to promote the development of intangible resources through different tools such as Business Incubators, Business Centres and Innovation, Technological Institutes or Training Centres.
- The third generation of regional policies should give preference to initiatives that favour the emergence and development of networks among enterprises, organizations and institutions located in the territory, and in other ones where there is some strategic complementarity.

The need to explain and respond to new challenges posed by an increasingly globalized society dominated by the ICT knowledge economy, has increased the interest in those investigations aimed at analysing the dialectical relationship among innovation, networks, resources and development.

A dialectical relationship which at the same time leads us to other no less important issues: the relationship between innovation and territory; the conception of network space; inter-territorial competence; or implementing integral development policies in the territory

With respect to the first question, “in recent years the emergence of new theoretical frameworks which also place innovation and its relations with the territory as the focus of attention is accelerated” (Ramírez, 2006)⁶.

⁶ Osorio Ramírez and other authors: “*Debate Teórico sobre la Conformación de Territorios Inteligentes mediante Redes Sociales*” in *Contribuciones a la Economía*, June 2006.

The proposal that emerged in the so-called Knowledge Economy transferred to the territorial level concepts such as intelligent region, learning region or territories able to learn (Florida, 1995; Antonelli, y Ferrão 2001 y Jambes, 2001), all them linked to the current role of knowledge and collective learning as specific resources.

In the end, it is the interpretation of the different capacities of innovation shown by the territories: “it is not simply about seeing the production line in a different way, but also about associating economic components with social ones in order to explain the possibilities that the enterprise has to organize its own productive process and to obtain profits which are not exclusively linked to market relations. These possibilities, as well as profits, are derived from the conditions of the milieu (social conditions, cultural conditions, political conditions institutional conditions, etc.) that they find in the place where they operate” (Sforzi, 1999).

A second question is linked to the impact of ITCs in the formation of a so-called network- space: “the new technologies, that have led to changes in production and allowed the development of transport and communications, have led to an increasing densification of flows of goods, people, capital, technology and knowledge among institutions, companies, sectors and regions that form the origin of very complex networks in the context of an increasingly globalized economy” (Ohmae, 1985; Michalet, 1985; Castells, 1996). In this way an abstract space of networks is generated that, although difficult to perceive, becomes the spatially dominant way in which power is articulated, and which interacts with the concrete space of the territory, in a more easily perceptible way, because of being where people live.

“This implies the emergence of a systemic relationship between the abstract and the concrete, the global and the local, which is considered as the main feature of the socio- territorial model that is now emerging, in which inequalities are primarily manifested by the capacity for integration of societies and territories in the world-system”. (Ramírez, 2006).

A network space under the permanent pressure between globalization trends and revitalization of local identities; a space network that makes the territory both receptor of the effects of globalization and issuer of responses to its challenges (Brugué, Gomá y Subirats, 2002).

Finally it would be the issue of inter-territorial competence: the process of obtaining a well-positioned integration within the world system results in increasing inter-territorial competition, , which makes it a necessity for not only businesses but also different areas to exploit their own advantages and potentials. - a need (Porter, 1991).

Related to the above, there are certain aspects of interest: On the one hand, it is accepted that competitiveness in the new global economy is determined by the ability to develop innovations; on the other, it must take into account that the emergence of certain areas is based primarily on the interactions between actors and their ability to develop joint projects that provide solutions to their problems. (Aydalot, 1986; Perrin, 1991; Belossi, 1996; Cooke-Morgan, 1993 y 1998).

Finally, there is a revaluation and identification of alternative resources, advancing the thesis that any development process requires imaginative, rational, balanced and dynamic use of all assets, whether monetary, human, natural, social, cultural or territorial.

The different issues we have stated (innovation/territory, network space, inter-territorial competence), and that we already said are inserted in the analysis of the dialectical relationship between innovation, networks, resources and development, influence decisively in the choice of the development model we want for the territory.

Whether we speak about Integral Development or Sustainable Local Development, or about Integrated Territorial Development, there is

a huge consensus on three factors when classifying a territory as intelligent (Ramírez, 2006):

- Growing interest in learning dynamics associated with innovative effort, not only from business but also socio-institutional, which allows raising the competitiveness of enterprises and territories, improving job quality, maximizing development potential, reducing risks and negative impacts on the environment, etc.
- Ability to generate dynamics of interaction not only between companies but also between organizations and institutions, thereby creating networks of cooperation to work together looking for solutions to common problems.
- Rational use of existing resources in each area, ascribing them value so that they can form the basis of territorial capital: natural and cultural inherited heritage, qualified human resources and with initiatives, social cohesion, cultural identity, etc.

The interest in the aforementioned dialectical relationship comes from the widespread recognition of the strategic character of networks for the competitiveness of territories.

As was mentioned by Sforzi (1999) at the time, “alongside the social relations of cooperation and compenetration of companies in the networks of socioeconomic relations that constitute the local system the economic relations of production, also assume an essential role, understood as a versatile integrator of knowledge and organization”. Thus, it is considered that for the incorporation of innovation and revitalization of the territories networks developed between different actors are essential, either business or institutional ones, public or private, involved directly or indirectly in the operation of the productive systems and in social mobilization, since they stimulate cooperation processes, collective learning and innovation.

According to Pichierri (2002), local consultation processes are the basis on which these collaborative networks are supported and they are embodied in the agreements, formal or informal, established

between public and private socioeconomic agents with aims that meet common interests. The links developed between the actors are based on geographical and cultural proximity, in the existence of a climate of mutual trust and the development of feelings of collective identity. This system basically has an endogenous nature, which does not prevent the establishment of relations in supra-local instances between the agents participating in a local economic system and its integration into external networks (as it has actually been in many development policies).

We can conclude about the importance of social networks of cooperation, sharing absolutely with Ramirez (2006) that the understanding of innovation processes within companies and production systems is required to go beyond this field of research and to look at the possible existence of social networks of support.

The change in the unit of study, from the company to the territory, forced a consideration of the complex networks of relationships that organize it and, in that sense, approaches related to the institutional context of companies “*local embeddedness* (Granoveter, 1985) or *encastrement* (Grossetti, 2001)” to the perspective of the solidarity economy (Mance, 2000) have made contributions of interest.

In Sforzi's words (1999), “the success of a company is no longer related only to the dynamism of the sector to which it belongs and with a superior internal ability to create new solutions”, but “together with the economic relations of production, an essential role is played by social cooperation relationships and companies' understanding in those socio-economic networks which constitute the local system, understood as versatile integrator of knowledge and organization”.

Thus, the presence of various actors committed to innovation is not enough to achieve that shared intelligence so much mentioned in recent times. To enhance collective learning processes it is necessary that the multiple members of a territorial innovation system establish certain relationships of cooperation to strengthen

their capacity for action, which is especially true in those areas facing structural deficits in this sense.

The fact that public and private institutions, together with local enterprises, could cooperate in common projects of an innovative nature, requires the creation of a culture of solidarity, of a climate of confidence generally difficult to reach, for which the work of certain people and organizations working to achieve concertation is particularly important (Esparcia, Noguera y Buciega, 2001).

On the contrary, the lack of local cooperation networks can be seen as an obstacle in the path of innovation and development. Something similar can be said of the lack of involvement of local authorities when generating common projects, as opposed to the concept of governance, also very much repeated in recent literature and which highlights the benefits of a concerted territory management.

5. Strategic Knowledge Management in the Territory

In the business world it is commonly admitted that continuous innovation is the only way to survive in the global knowledge society, and this requires the implementation of knowledge management systems within companies and organizations.

Likewise it is clear that "The main source of creation of competitive advantages of a company lies primarily in their knowledge, or more specifically on what they know, in how they use what they know, and their ability to learn new things" (Prusak, 1996); in other words, the first hypothesis we will defend, or to which we join in this paragraph, is one that considers that the Intellectual Capital of the company is its main source of competitive advantage.

As long as, as we have said before, the competitiveness of the company is increasingly linked to the creation of conditions of territory productivity, the need to effectively and efficiently manage the knowledge and territory, the creation of networks of

collaboration, or keeping a proactive attitude towards permanent change in an increasingly globalized environment dominated by information and communications technology, are obvious requirements, not only to improve the competitiveness of companies based in our territory, but also and above all, to improve the positioning of our territory in the global competitive system.

“Employees are the main asset of my organization”, another unquestioned idea in business, which is certainly closely related to our idea of placing people and nature at the centre of economic thought, and which highlight once again that “the need to integrate personal intelligence in collective management processes, to generate mechanisms of learning, to connect people to discuss and learn together, to design mechanisms to transfer knowledge between different members of the organization, etc. are key concerns of business managers” (Azua S., 2000).

It is for this reason that in our case, and thinking about the responsibility of territorial managers, we understand development as a collective process, and innovation as a process of cooperative learning, both of them linked to the territory: we talk about “cooperative learning”, about interactive learning a social and informal kind, of learning focused on solving the problems of a local community (“learning by doing” (Rummelt, 1994); “Theory of learning by doing” (Engeström)).

But most of all we talk about social and organizational learning that takes place within the framework of cooperation between various organisms and interest groups, working together within project teams, or dynamic networks, with a common goal, creating an attitude and a community know-how, a community of practice (Nayham, 2003).

It was logical for this path of thinking to quickly lead to concepts such as organizational learning, learning organizations, etc. and in our case, to result in social and organizational learning or Intelligent Territories.

But above all it was revealed that:

- Tools which allow turning the knowledge of people and teams, organizations and institutions into collective knowledge are needed.
- Social and organizational learning foster a faster and better adaptation to change.
- The ability to learn to innovate and compete is actually the main durable competitive advantage of the territory.

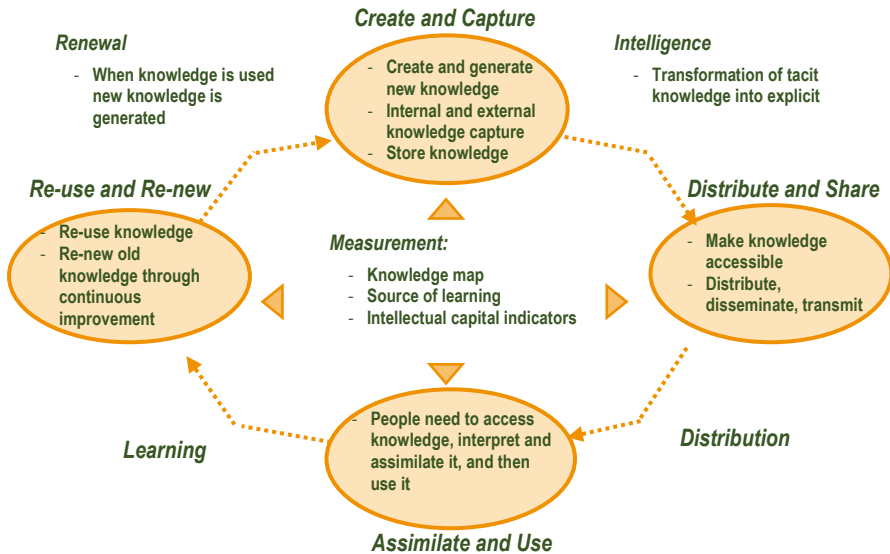
Finally, knowledge management, absolutely needed to innovate and compete in an economy based in knowledge, became defined as a procedure to generate value for the organization and/or the territory, which must be quantifiable, and which “based on the classic concept that learning is done in the field of people within the organization, it tries to establish mechanisms and actions focused to transform that knowledge into a structural and relational⁷ capital that gives “value” to the companies” (Azua, 2000), and that generates value in the territory.

Definition which would reveal the different processes involved in the management of organizational knowledge: identification of knowledge relevant for the organization and/or territory; establishment of mechanisms designed to capture and create knowledge; finding simple formulas to define, structure and store the knowledge; creating systems to transmit and share the knowledge; seeking for a proper interpretation and adaptation of the transmitted knowledge; reusing and renewing the knowledge in all areas of the organization.

Processes, which can be perfectly structured as a cycle.

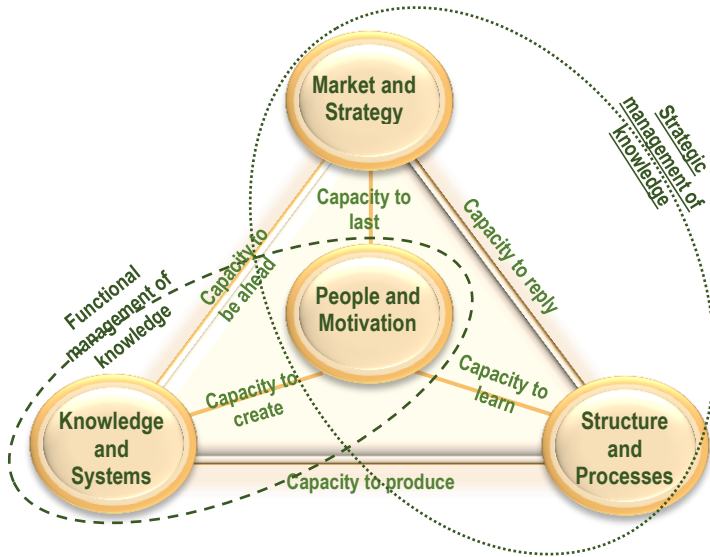
⁷ Structural and relational capitals are components of the intellectual capital of a company, and as we see it they have equivalence when we talk about Social Capital of the territory.

 KNOWLEDGE CYCLE



Source: *Knowledge management: an integrated vision of organizational learning* Plaz, R. (2003).

We also agree with those (Tissen, Andriessen y Lekanne Deprez, 2000) who highlights the need to overcome the so-called "functional Knowledge Management" (based in the use of new technologies to organize and distribute the information) to go into the "Strategic Knowledge Management" seeking a balance between knowledge creation in the territory, strategy development, systems and supports for the transmission of knowledge and structure, organization and social interaction.



Source: "The Value of Knowledge" R. Tissen / D. Andriessen / F. Lekanne Deprez.

The magnificent reflection of these authors on strategic management of knowledge is perfectly reflected in the above figure (figure in which clearly underlies the conception of the company as a set of skills and/or capabilities of Lawson), of which we will highlight, for obvious reasons, its ability to be extrapolated from a business organization to a territory.

Also in the territory we should contemplate, as far as knowledge management is concerned, the four key areas around which the preceding figure is built: market and strategy; structure and processes; knowledge and systems; people and motivation; and as happens in the enterprise, we also consider that people and their social compromise (directly linked to quality of life of that people, who are also producers, consumers, etc.) must be in the centre of the triangle, or if preferred, with a little more perspective, at the top of the pyramid (we already mentioned, and if we didn't we do it now, that an approach to sustainable development must be placed at the centre of economic thinking of people and nature); and we also

think that an intelligent territory should develop, as happens in an intelligent organization which strategically manages its knowledge, a set of capabilities among which are: capacity of producing, understood as the ability to use the appropriate application of knowledge and systems in structures and processes; the ability to respond through a decentralized organization; the ability to anticipate using a decentralized knowledge to grasp an overview of future market discontinuities; the ability to create, motivating people (intelligent professionals) to generate new knowledge; the ability to learn on the basis that professionals form a learning organization in which they constantly learn from their own experiences, those experiences of their clients, competitors and colleagues; and the ability to last, making the professionals engage with the company, offering them a sense of purpose.

We are not talking now about human capital, even though it is obvious that people are the ones that learn, but about abilities and competences of our TIRs (territories, local environments) to advance towards Sustainable Development; about its Social Capital (set of intangible assets of the territory, intellectual capital of the territory) to learn, innovate and compete in the global society of knowledge; and always placing people and nature in the centre of economic thought.

The main objective of the Strategic Management of Territorial Knowledge becomes the correct identification of the capabilities of our TIRs, as well as their efficient management to increase their Social Capital, since the Social Capital of the Territory is the main source of sustainable competitive advantages and of generating sustainable development.

To support and explain this conclusion we will need to formulate a second hypothesis: without trying to draw hasty conclusions, we think we can consider that Intellectual Capital is the competitiveness of the enterprise, Social Capital is the competitiveness of the territory, and from here we can define knowledge management in our TIRs as the set of processes and systems that allow the activation, regeneration and growth of the

territory's Social Capital, through efficient management capabilities of problem solving, with the aim of generating sustainable competitive advantages within the framework of a sustainable local development model.

It first follows from this second hypothesis (and also from previous reflection on Strategic Management of Knowledge) that we understand our TIRs as territories with skills and competences, which brings us back to the thesis advanced by Lawson (1999)⁸, which we clearly share.

If on the other hand the economic success of a given social system, whether business or territory, is directly dependent on the global knowledge society, their capacity for continuous innovation will also directly depend on the Social Capital existing in the territory and its ability to manage it: Social Capital which as we already know is not the Human Capital, although it still necessary but not sufficient condition for its existence; Social Capital that increases its value when it is conveniently combined with other forms of capital (physical, financial, human); and Social Capital that is more, much more, than technical and/or technological knowledge.

Finally, and as in the company there is a growing interest in reflecting the Intellectual Capital in the balance sheet, and therefore a genuine effort is made to identify and define the intangible assets (and indicators to measure them), what allows to define and value the Intellectual capital of a company, there is still a very hard work for the identification and definition of intangible assets of the territory, as well as for the definition of variables and indicators to measure and assess the Social Capital of the territory, the transparency and quality of processes of governance, efficiency in Management knowledge, and the degree of commitment and social responsibility existing in a given society structured with territorial identity (a territory).

⁸ Lawson, C., "Towards a competence theory of the region". Cambridge Journal of Economics, 1999.

1.5 IN CONCLUSION: SOCIAL INTELLIGENCE AND TIRs

To finish we would like to state some significant ideas to keep in mind regarding our TIRs:

1. We understand by Intelligent and Responsible Territory (TIR) a net-space (a net of overlapping networks in the territory), of imprecise and changing borders, whose delimitation, degree of cohesion and homogeneity, identity and capabilities, will come determined by the nature (type, intensity and quality) of social interaction within the network.
2. Social Capital is to Intelligent and Responsible Territories (TIRs) what Intellectual Capital is to "sustainable companies", and as such the set of intangible assets of the territory is the basis on which the territory's competitiveness is supported in the long-term, understanding the latter as "sustainable social competitiveness".
3. There is no territorial Intelligence (Social Intelligence) outside of a sustainable development model, or sustainable development without quality of governance, identification, activation and regeneration of Social Capital, Strategic Knowledge Management and Planning, and promotion of Territorial Social Responsibility.
4. Strategic Knowledge Management in TIRs is the set of processes and systems that allow the identification, activation, regeneration and growth of the Social capital of the territory by an efficient management of its abilities with the aim of generating sustainable lasting advantages in the framework of a sustainable development model.
5. Intelligent and Responsible Territory (TIR) is a net-space (net of networks) defined and characterized by the nature of the social interaction within the network, able to increase its Social Capital and improve its management and conflict resolution ability, through the dynamics of social/organizational learning and processes of strategic management of knowledge, with the final aim of developing sustainable competitive advantages in the framework of a sustainable development model (wealth creation/social cohesion/environmental preservation balance)

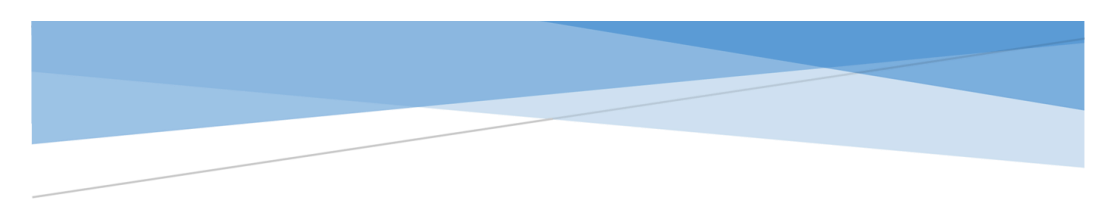
aimed at the pursuit of social justice, the expansion of freedoms and improving people's quality of life.

Our TIRs are not just valid today but the definition by the European Commission in 2010 of the "Europe Strategy 2020. A strategy for smart, sustainable and inclusive growth" reinforces them by setting the priorities:

- Smart growth: developing an economy based on knowledge and innovation.
- Sustainable growth: promoting a more resource-efficient, greener and more competitive economy.
- Inclusive growth: fostering a high-employment economy delivering economic, social and territorial cohesion.

Acceptance of Strategy 2020, but without losing those old/modern principles of decentralization that animated our way from that now distant "To decentralize the State" (BORJA, 1988):

- The decentralization of Government may mean a re-appropriation and political socialization of the popular classes.
- Allows the transformation and democratization of bureaucratic public administrations and parties characterized by oligarchic structures, electoral behaviour and exoteric languages.
- Creates favourable conditions to promote policies that are more balanced, less wasteful and more adapted to social needs and to stimulate models of social relations and coexistence, to the extent that it also increases the potential for creative action between groups and individuals.
- Facilitates the balance of powers, which translates into guarantees for the territories, social groups and individuals.



TOURISM DEVELOPMENT MODEL: SMART TOURISM DESTINATIONS

Chapter 2

2.1 INTRODUCTION

Tourism constitutes the third socioeconomic activity in the European Union (EU) and it is calculated that it generates over 10% of GDP in the EU and about 12% of total employment. So it is an important sector both for citizens and industry in the EU, with a positive effect on economic and employment growth within the EU (Europe, first tourist destination in the world: a new political framework for tourism in Europe (COM (2010) 352).

Tourism is indeed one of the economic activities with the greatest potential for growth and employment in the EU in the future... The challenge will be to find an appropriate balance between the autonomous development of destinations and protection of their environment on the one hand, and the development of a competitive economic activity on the other hand (Agenda for a sustainable and competitive European tourism (COM (2007) 621).

The tourism sector is immersed in this XXI century in a revolution due to factors such as: the high penetration of information and communications technologies (ICTs) in production and tourism consumption; the need to ensure environmental quality of destinations; to enrich the tourist experience; and strengthening and communicating the attractions of the territory.

The impact of ICTs, together with the need to introduce criteria of sustainability and eco-efficiency in the value chain of the tourism industry has caused a profound change in tourism consumption, production and commercialization; which in turn leads to new profiles of

tourists (millennials), new habits and consumption patterns, new business models, changes in business management and a strengthening of the indissoluble link among ICTs - sustainability - efficiency – competitiveness.

However, the current situation of the tourism sector shows that right now managers of Tourism Destinations (TD), as well as the existing professional profiles and training curricula, have a lack of "digital skills", "green skills" and "social skills" necessary to increase competitiveness and sustainability of European tourism (European Strategy 2020), and to transform current TD into Smart Tourism Destinations (Smart TDs) (PNIT 2012-2015).

As a preliminary consideration to the SMART TD definition, we would like to say that, while it is true that any economic activity is benefiting from a TIR configuration, the positive impact on tourism is particularly relevant for a number of factors (IUIT, 2015):

- TICs quick adoption by tourism demand.
- TICs high penetration by business and travel services.
- The significance of transversal areas for tourism such as quality of life, environment or mobility, which will condition, as seen above, the competitiveness of business and destinations.
- Tourism enterprises difficulties, mainly SMEs, to integrate themselves into the dynamics of knowledge and innovation required for competitive improvement which would benefit by the configuration of smart destinations.
- The generation of information accompanying the development of smart destinations and favours progress towards a more advanced tourism management.
- The association between tourism association and TICs has proven to be a priority field for entrepreneurship and the creation of new business models.

2.2 SMART TD DEFINITION AND IMPLEMENTATION PROCESS

Already in 2012, magazine HOSTELTUR reflected on SMART TDs, considering whether they were a fad or the future of tourism, on their scope and their application; as well as on the lack of definition of the concept at that time; in words of Díaz, A. (2012):

“...Smart Destination integrates the territorial tourism planning, the application of sustainability to the value chain, the incorporation of technology in the tourist experience and in the provision of services, the effective and efficient management of resources and the ability to respond to the needs and behaviours of tourists”.

After some experimental projects and different initiatives in the context of smart cities, the Spanish Government added the concept to the tourism policy in the National and Integral Plan of Tourism 2012-2015, in which the SMART TDs are defined as:

“An innovative space, accessible to everyone, supported by a cutting-edge technological structure, which guarantees sustainable development of tourism territory, and makes visitor interaction and integration with the environment easier, increasing the quality of their experience at destination”.

The National and Integral Plan of Tourism 2012-2015 is considering making more technical the tourism destinations and motivating the innovation through SMART TDs model, contributing to its sustainability, quality improvement and its international positioning.

Further on, on the SEGITTUR web page the definition is settled on and it emphasizes its technological bias by defining SMART TDs as:

“Tourisms spaces consolidated on the basis of a cutting-edge technological infrastructure, an intelligence system that procedurally captures information, analyses and includes events in real time, to make visitor’s decision and interaction with the tourism environment easier”.

Beyond definitions -and we can consider the latest one as official, what interests us is the SMART TD model implementation process in a tourism destination, process for which it is interesting to first know what

is the theoretical context, the concept map derived from the definition according to SEGUITTUR.

SMART TDs CONCEPT MAP			
REQUIREMENTS	Sustainability	Economic viability	Public/private cooperation
MISSION	Turn a TD into a SMART TD		
SUPPORTS	Innovation	Technologies	
RESULTS	Business and public competitiveness	Quality of the tourism experience	Local residents' quality of life
IMPACTS	Efficiency	Employment	
	Incomes	Quality of life	
AGENTS	Public administrations	Private companies	Training institutions

Source: Segittur, 2014.

Without need to delve into this conceptual scheme, we do consider it important to note that the scheme comes from the one made from the TINTERO project (INTELTUR 2011-2013) by Parra López, E. (2015), in which special importance is given to knowledge management in the territory: on one hand, it sets itself the Mission “to turn the Tourism Destinations into Smart Management Integrated Systems”; on the other hand, it is considered that a third support, together with innovation and technology, is the “Territorial Intelligence”, in addition to affirming that that “a SMART TD is only appropriate in an Intelligent Territory”, which for obvious reasons we connect with our TIRs.

We will now focus on the keys and preliminary considerations for the implementation of the SMART TD model, as formulated by the University Institute of Tourism Research (UITR) in its “Operating Manual for SMART TD configuration” (2015), taking their SMART TD model

proposal as well, since it is coincident with our TIR proposals and theoretical considerations, perfectly adapted to the reality and characteristics of the national and European tourism sectors, and with high capability to be implemented and operationalized in the field at different scales.

The proposal that we will address in detail in the following section, has been put forward based on three preliminary considerations (UITR, 2015):

- Configuration of a SMART TD must respond to the needs of each destination and to the profits it may pay back. Just the acquisition and application of technology doesn't turn a destination into a Smart one, therefore it is essential that technology is accompanied by a changing process at all levels (tourism strategy, business mentality and culture, innovation absorption capacity, generation of new business models, etc.). It is not about doing the same with new technological applications, but about transforming tourism management according to technological possibilities and the capacity for local action.
- The SMART TD must establish a new framework of relationships in local tourism management through a greater involvement and responsibility of the private sector. In a context of contraction and budgetary austerity, it is necessary to avoid the almost absolute dependence on public budgets for tourism management, as well as paying attention to the cost/profit ratio of each action derived from the SMART TD model.
- Although there already are contrasted experiences in urban areas, the SMART TD configuration has a high experimental component, so the deployment of initiatives associated with SMART TD must first be tested through proofs of concept and pilot projects to ensure the viability of investments and to guarantee continuity of the projects.

We will end this section by adding that the need to adopt an operational perspective leads us to consider that:

- A SMART TD configuration goes beyond the scope of tourism management in the strict sense. That is the case of sustainable

local development where urban or environmental policies, among others, preponderantly intervene.

- SMART TD participates in areas which have been newly incorporated within tourism management (technologies, innovation, intelligence systems, etc.).
- Some management areas, such as quality, have significantly improved in the tourism business, but they require a different, more complex treatment at destination level (the SICTED would be a good example of this problem).

In consequence, SMART TD is an incentive for a renewed and more ambitious tourism management. A quantum and qualitative leap beyond traditional management that leads us to consider whether current destinations are prepared for this transformation and, if not, whether this transformation truly merits the economic, technical, social and politic effort it takes.

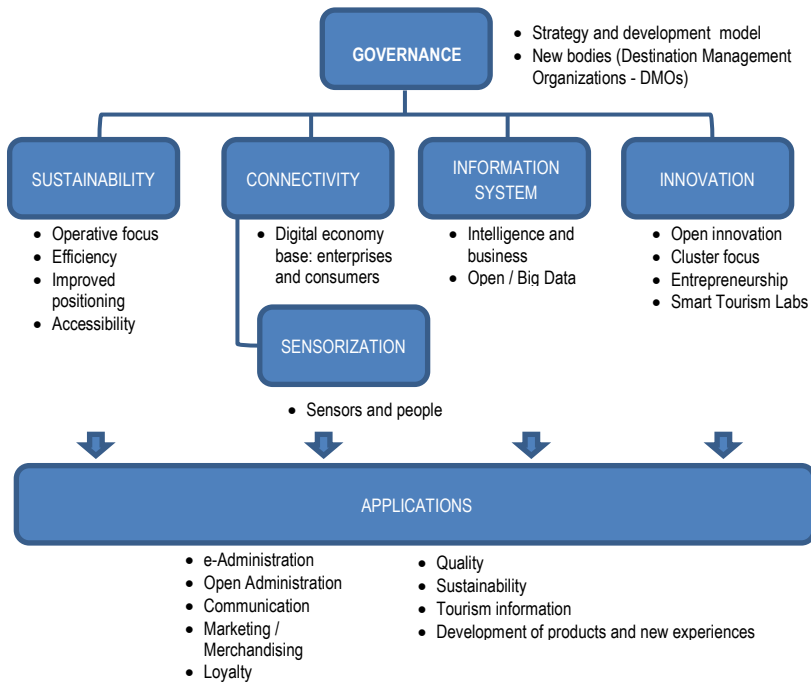
2.3. SMART TDS⁹ MODEL PROPOSAL

As we already mentioned, every theoretic proposal of territorial development (TIR Model) must be conveniently put into practice and made visible, sectorally if needed, and above all, put into operation according to the concepts and structural variables of the model.

In our case we will adopt the UITR (2015) model for SMART TDs as model of reference. This was developed taking into account the tourism sector specific characteristics described in the introduction and the preliminary considerations mentioned in the previous section, which perfectly match with the values and philosophy of the TIR model as can be seen by comparing both graphs.

⁹ This section is based on the reference model for destinations proposed in the Operating Manual for the SMART TD configuration developed by the University Institute of Tourism Research (UITR , 2015) for the Generalitat Valenciana.

STD MODEL



Source: UITR, 2015.

The model is based on real life cases of destination governance/management, according to the reference terms defined by the EU (openness, participation, accountability, effectiveness and coherence). These principles, together with impact of the economic crisis and the deep transformations that it has caused in tourism activity, must lead to a reconsideration of policy and tourism management in order to favour a strategic approach, with new formulas and management bodies that allow the participation of more social actors and more resources for tourism policy from public budgets, promoting integration in the digital economy and a more careful brand destination policy as competitive identity...

Destination governance promotes five interrelated areas: sustainability, connectivity, sensorisation, information system and ecosystem of innovation.

From the above areas many applications are expected to be an indubitable sign of SMART TDs.

Applications related to e-administration, communication or tourism marketing, integral destinations quality, XXI century information, customer loyalty or development of products and new tourism experiences.

This is not the place to address in detail each of the structural areas of the SMART TD models, but we can explain and emphasize some significant elements for each of them.

1. Governance

The European White Paper on Governance (EEC, 2001), sets up five basics principles of good governance that can be applied to all government levels:

1. Openness. Institutions should attach more importance to transparency and communication, with a language accessible to general public.
2. Participation. Citizens must be more systematically involved in the drafting and implementation of policies, from conception to implementation.
3. Accountability. The role of each party in the decision-making process needs to be clarified and responsibilities assumed.
4. Effectiveness. Decisions need to be taken at the appropriate level and time, adapted to aims and measurable.
5. Coherence. Policies must be coherent, which requires a political leadership and a firm commitment.

Some relevant elements related to SMART TDs governance we would like to highlight are:

- a. Tourism management should be based on a previous planning process (city strategy, territorial strategy), with a methodology that includes social participation and allows to achieve the highest consensus grade among the destinations agents. The resulting Plan would incorporate the SMART TD model as aim (adapted to real possibilities of each destination) for the strategy definition and the resulting actions. The existence of a Plan as a reference for the different agents and as tourism management guide is considered essential, and must consider at least: tourism planning coordination with other municipal and supramunicipal policies; the highest local authority commitment; tourism agent's participation in the formulation and development of initiatives.
- b. Traditional organization cannot support the level of transformation required by the SMART TD Model and should evolve new management methods. The aim is to define and create more efficient and proactive destination management organisations (DMOs), integrators of the local tourism environment and able to manage the complexity and transversality of the local offer with a strong marketing orientation.

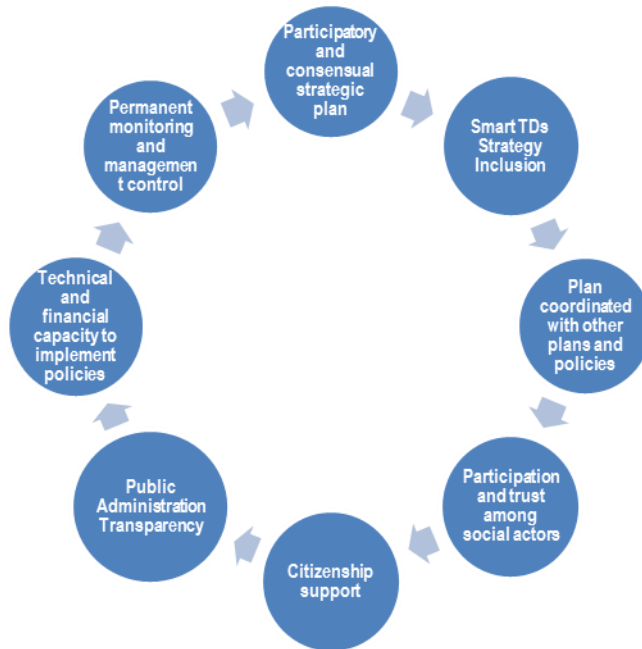
In this situation, mixed organizational models are proposed (Consortiums, Foundations, Companies, Associations, etc.) based on the following principles (Anton, 2012; Spanish Federation of Municipalities and Provinces, 2008; Velasco, 2008):

Effectiveness, according to municipal tourism policy objectives.

- Efficiency, understood as resources optimization.
- Cooperation and public-private consensus.
- Joint responsibility in funding decision making.
- Transparency for the tourism sector and local society in general.
- Greater stability and financial self-sufficiency.
- Market orientation.

- Transversality, through the participation of all tourism actors involved in tourism activity.
- c. Governance applied to tourism management can and must be monitored according to a number of parameters and management indicators (Key Performance Indicators) integrated into an analytical framework.

ANALYTICAL FRAMEWORK FOR MEASURING SMART TDs GOVERNANCE



Source: UITR, 2015.

- d. TICs proper application to SMART TDs governance (with previously needed political will and commitment) produces many positive contributions:

- Generation of a new digital tourism environment that favours connectivity of the administration, enterprises and tourists. This new environment favours the use of ICTs and improvement of destination competitiveness and its enterprises.
 - Greater ease to generate and spread interesting information for the tourism sector, to exchange it and interact with tourism agents, from which flow two basic benefits which can be applied to tourism management: increased transparency and improvement of knowledge, .
 - Thanks to this interaction, collaboration among tourism agents improves, strengthening the destination's social capital and allowing networking or development of crowdsourcing initiatives based on collective intelligence.
 - Orientation towards a genuinely competitive intelligence based on knowledge that favours useful and systematic information search processes for management in four sections: environmental, competitors, commercial (suppliers, clients and markets) and technological monitoring.
 - Establishment of the foundations for Electronic Administration improvement, Open Administration development, through sharing public data and encouraging reuse and adaptation to a Bid Data scene in collaboration, once again, with tourism enterprises of the destination.
 - Use of online marketing opportunities for the development of initiatives with a favourable impact/cost ratio.
 - Improvement of return through measuring tourism management initiatives.
 - Encouraging tourism innovation processes, not only technologically, but also promoting development of new products, new markets and organizational and/or strategic innovations.
- e. Success of entities and destinations is not uniquely based on tangible assets (e.g. resources) but also on intangible ones.

- f. The intangible assets become a source of competitive advantage due to the relevance of relationships between destination agents and the development of cooperative activities (Muñoz and Fuentes, 2013). The strengthening of these intangible assets is considered essential to evolve to SMART TDs, so destinations governance acquires a social learning process status, which should be activated according to the characteristics of each destination.
- g. Management objectives must be consistent with the capabilities of the destination, both in economic terms and in human and technical resources. Capabilities also have a qualitative dimension that needs to be addressed: managers' training and experience, the ability to reach agreements with destination agents, etc. On the other hand, capabilities are not a static concept and ideally the SMART TD model contributes to the development of new capabilities, an aspect linked to training and networking in other destinations.

2. Sustainability

The sustainability triple bottom line (economic, environmental and sociocultural dimensions) is reiterated in the conceptualization of the World Tourism Organization (WTO) (Sharpley, 2009) that identifies sustainable tourism with the optimal use and conservation of natural resources; respect for heritage and the sociocultural identity of local communities; and the beneficial and economically feasible development of the local community.

Sustainable tourism development depends on the urban and tourism destination model. Therefore, it is essential that urban planning incorporates, in a real and effective way, the principles of sustainability.

a) Sustainability

Theoretically, tourism destinations develop actions in favour of sustainability that the SMART TD model would reinforce. However, achievements in this area are limited and usually linked to a weak

sustainability (better management of certain resources such as water), which lack the integral perspective required by sustainable development and is not sufficiently projected into the market to become a differentiation factor for destinations.

At local level, sustainability is not entirely the responsibility of the tourism sector, so interdepartmental collaboration becomes essential. The actions can be divided into three sections: strategy; management of resources and services with environmental impact; and tourist activities, both public and private:

1. At strategic level, there must be a commitment to sustainability, reflected in urban instruments while it is recommended to keep an active Local Agenda 21 with an action plan, an indicators system and broad social involvement. In the same way, there are mechanisms, such as Territorial Custody that are under-used.
2. Management of resources and municipal services with environmental impact should include sustainability principles and take advantage of technological resources both in provision of services and in their measurement and control, through the so-called Smart City platforms. In addition, local government should promote Corporate Social Responsibility (CSR) among the main enterprises implementing municipal services. In these sections are included the following:
 - a. Urban mobility
 - b. Energy efficiency
 - c. Collection and treatment of waste
 - d. Supply, purification and reuse of water
 - e. Buildings and public infrastructure management
3. In the strictly tourism area, the destination must work at different levels:
 - a. Foster certification of the environmental management of resources (beaches, for example) and companies and analyse the convenience of opting for an international sustainability certification for the destination and promote CSR initiatives among main tourism enterprises related to the municipality.

- b. Product development and marketing activities based on sustainable tourism. Destinations must combine two mutually reinforced, promotional messages to improve their positioning: sustainability advances in traditional destinations and the development of specific products such as nature, cultural or gastronomic tourism, with a focus on the sustainability perspective with high standards.
- c. Awareness actions for tourism demand. These actions encourage responsible behaviour in the destination and contribute to promote a more attractive image of destinations.

b) Sustainability measuring through indicators systems

The Enterprise and Industry G.D. of the European Union, aware of the importance of sustainability indicators, has supported a project which has recently completed a European System of Tourism Indicators for Sustainable Destinations (European Commission, 2013). The system is designed to monitor, manage and improve tourism destinations' sustainability.

The system has 27 core indicators and 40 optional ones, and can be voluntarily used by any destination. The system has the following aims:

- Improve management information
- Effective risk management.
- Prioritization of projects.
- Benchmarking with other destinations
- Larger return of tourism for local businesses.
- Improvement of the tourist experience.
- Costs saving.
- Increasing added value per visitor.

Experience shows that the implementation of an indicators system is complex because it usually isn't a priority for the tourism sector, it requires interdepartmental coordination and a hard-to-manage leadership and also specific operations to get the data with technical and economic costs which are not considered as priority. However, the improvement in information, both in quantity and quality, thanks to ICT,

creates more favourable conditions for the implementation of these systems.

c) Accessibility as a basic dimension of sustainability

Tourism is a right for all citizens, an essential element of responsible tourism to which SMART TD must pay special attention. It is defined by WTO (2001) in its Global Code of Ethics for Tourism, article 7 as follows: "The prospect of direct and personal access to the discovery and enjoyment of the planet's resources constitutes a right equally open to all the world's inhabitants".

Accessibility can be understood as the elimination of obstacles and barriers to ensure universal access of all citizens to environment, transport, facilities and tourism services. It is all founded on the principle that tourism is a fundamental social right for everyone, which means equal opportunities rights, non-discrimination and the social integration of a large segment of the population: temporary disabled (pregnant women, etc.), permanently disabled (motor, sensory or intellectual), old people, families with children, etc.

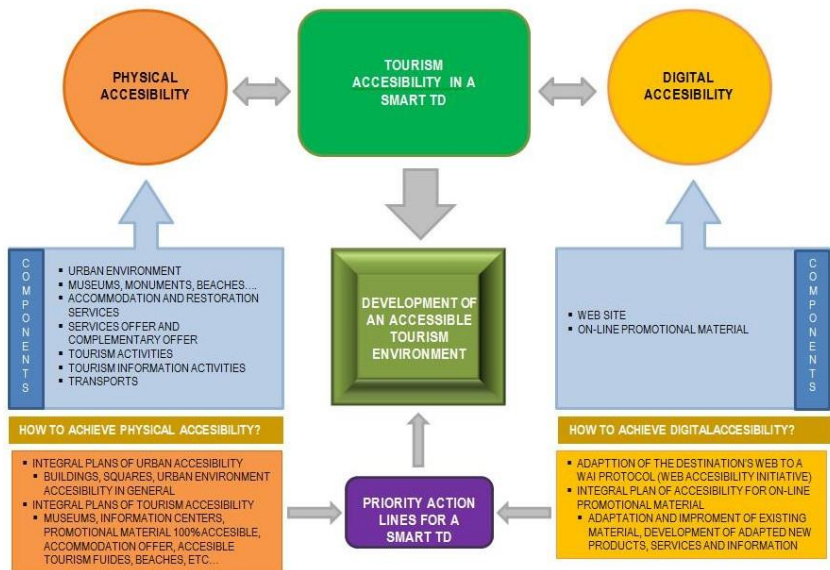
The SMART TD must therefore develop an inclusive, universally designed, social and intelligent tourism. Universal design means the design of products, environments, programs and services that everyone can use, without any special adaptation or specialized design (WTO, 2013). As Buhalis et. Al (2005) suggests, the aim is to create an accessible environment, safely and effectively designed, which enables its use by a greater number of people.

Integral accessibility is an essential requirement in any SMART TD, in its dual role: physical and digital.

Physical accessibility affects the urban environment, tourism resources (museums, monuments, interpretation centres, etc.), accommodation and restoration services, complementary offers, tourism activities, tourism information services, etc. The priority action of a SMART TD in order to achieve this physical accessibility is on the one hand the implementation of an Urban Accessibility Integral Plan (buildings,

squares, parks, urban accessibility in general), and, on the other hand, a more specific Tourism Accessibility Integral Plan, adapted to tourism (museums, information centres, promotional material, accommodation offer, etc.).

On the other hand, digital accessibility of a SMART TD would fundamentally affect web and online promotional material. The main line of action to achieve this accessibility is the adaptation of a SMART TD web into the WAI (Web Accessibility Initiative) protocol, and other standards that ensure information accessibility to disabled people. On the other hand, promotional materials must be adapted and improve towards full accessibility.



Source: UITR, 2015.

3. Connectivity and sensorisation

Connectivity is one of the most important distinctive characteristics of SMART TDs. Easy, free and quality internet access to the destination provides five interrelated benefits:

1. A tourist service, highly valued by customers
2. Expanding possibilities of promoting and selling tourism destination services.
3. Easier promotion generated by the user (User Generated Content).
4. A new source of information about the tourist's behaviour.
5. A system that eases destinations' sensorisation.

Therefore, connectivity is a priority from a tourism management point of view, both in response to the customer and in the internet connection of destination enterprises, which is the key to be able to compete in a digital economy environment.

Sensorisation, directly related to connectivity, is increasingly being applied in cities and in certain urban range tourism destinations. However, sensors are usually applied to specific services and are not adapted to the integral vision required by a SMART TD. Equally, they are not focused on public communication and they are rarely used in tourism management.

According to this reflection, tourism destinations face three key challenges:

- Integrate connectivity/sensorisation into a true SMART TD strategy against isolated and unconnected behaviours which lack a global perspective.
- Define an economically sustainable and free Wi-Fi model that is beneficial to the local community and adapted to the needs of tourism destinations.
- Integrate connectivity/sensorisation into management information systems.

Destinations should opt for a free Wi-Fi model with these five characteristics: economically sustainable; free for the customer; beneficial to the local community; reasonable bandwidth; and geographically available for geomarketing purposes.

It should be noted that connectivity solutions that have been developed by destinations, go little beyond providing services to tourists and do not pursue the five basic benefits that connectivity provides for destinations. That is why there is a need to integrate connectivity and its multiple possibilities as a priority in the SMART TD model.

Sensorisation has more specific uses (traffic and parking control, monitoring environmental parameters, etc.) or a more experimental character. In the first case, its tourism potential at different levels should be leveraged (user information, new services provision, information for management, etc.) while in the second case, tourism destinations can work as a laboratory for projects that meet the destination's needs.

4. Intelligence and tourist information system

An information system (IS) can be defined as a set of interrelated elements which allow appropriate data management (collection, storage, processing, presentation and distribution) to achieve goals (Valacich & Schneider, 2010).

In the case at hand, one of the SMART TD goals is to ease visitor interaction and integration within the destination, increasing the quality of the tourism experience. It is therefore necessary to have a technological infrastructure that allows tourists' connectivity as well as their interaction with the destination through a set of sensors. This connectivity and interaction produces huge amounts of heterogeneous data on tourism, destination and tourist/destination interaction. This data must be managed, along with data from other sources which also offers tourist and destination information (as, for example, results of tourists' satisfaction surveys) to help destination managers make decisions to improve the tourist experience in an effective and measurable way.

Before technologically detailing an information system for intelligent management of tourism nature data, actors related to the SMART TD should be detected, either because they produce (or they could potentially produce) interesting data for destination or because they use it (or could potentially use it). These actors are as follows:

- Destination managers: public administration managers should make decisions based on available data, which leads to the implementation of those actions which allow a SMART TD to achieve its goals.
- Entrepreneurs: There are different kind of enterprises in the tourism sector: from hotels to restaurants, through travel agencies or tourism guides. In order to efficiently achieve their business goals, all these enterprises need the analysis of available data, and they should also provide some indicators in order to improve their competitiveness.
- Tourists: intelligent management of SMART TD's data should revolve around people, and should provide data that allows tourists to feel satisfied with their tourism experience, before, during and after the trip. The tourist's aim is to enjoy as much as possible his/her trip through his/her integration and interaction with the destination, so SMART TD data management should enable destination managers and entrepreneurs to make decisions that increase the tourist's satisfaction. The tourist therefore uses SMART TD available data and produces valuable data for analysis by other agents all through the trip cycle.

We could also speak about the destination as a data producer, since it produces diverse data: for example, tourism resources available at the destination or incoming data from various sensors.

The idea is to set up a system of tourism intelligence where data can be managed in an efficient way to support an informed decision making process for destination managers, enabling the improvement, in an effective and measurable way, of the tourist experience at the destination.

The tourism intelligence system proposed by UITR for SMART TD includes the following keys:

- Unique tourism promotional repository with constantly updated information at low cost. Data collection from the different tourism resources included in a knowledge database structured through crowd sourcing which allows increasing quality of data with little effort. Using Web 2.0 technology makes it possible to obtain the views of the various stakeholders about the different resources.
- Automation of traditional processes such as information derived from Tourism Information Offices.
- Tourism data management by automatic procedures: or automatic generation of a tourism demand online survey; or online barometer of the evolution of tourism through enterprises' situation/perceptions.
- Integration in the information data architecture of the destination which collects information from the sensorisation of the territory and all data related to the SMART TD, as an adaptation of the Smart City platforms.
- Monitoring of social networks and web analytics and automatic data collection for its analysis together with other destinations indicators.
- Viewing data in a simple and attractive way through a framework adapted to each destination which should allow joint analysis of all data types.
- Benchmarking possibility between destinations.
- Touristic data opening to promote new business models.
- Mechanisms which allow enterprises in the destination to do a situational analysis so that they can analyse their private data (little data or small data) in relation to available data in destination (big data).

From the point of view of tourism information, SMART TDs should focus on renewed tourism information systems, adapted to the new demand and to the current tourism scene, from both online and offline points of view.

Some actions to consider are:

- Information systems should be adapted to a motivational renewed demand, seeking unique and personalized experiences. For this reason, SMART TDs are required to segment both offer and demand, in order to satisfy better a more demanding tourist.
- From a physical point of view, SMART TDs should provide promotional material properly structured and segmented according to current tourism profiles.
- Another basic need of a SMART TD in promotional / informative material is to design annual promotion plans. The aim is to gain efficiency and productivity, understanding these plans as actions which have been agreed with all stakeholders of the destination.
- In the digital arena, the SMART TD should design and implement a Social Media Plan aligned with the Annual Promotion / Communication Plan. It is an essential for SMART TDs to generate promotion that is aligned with current social travellers, who will benefit from a better Wi-Fi connection at the destination, fostering a positive dynamic that favours tourist satisfaction and destination promotion.
- A SMART TD website should be adapted to the new tools that tourists use: mobile devices. A multi-device website is another key aspect to develop. This web should progressively incorporate Open Data information.
- In addition, the development of applications for mobile devices should also be favoured. NFC, RFID, QR, etc. are interesting technologies.
- The SMART TD should participate in all stages of the trip cycle and foster potential client's inspiration. Videos are a very important and still underused media for motivation / inspiration of current tourists.
- Finally, we find very attractive performances between the on and offline world in the field of information. We include here interactive kiosks or totems, 24 hours tourist information screens, tourism call centres or virtual assistance through tools such as skype, etc.

5. Innovation

In this field, SMART TDs face two main challenges: to consolidate innovation as the core of competitiveness, and evolve into truly innovative environments. The aim is to overcome obstacles to innovation faced by destinations and increase its intensity in all its types (product, process, organisation, etc.) both from a public and private point of view.

The SMART TD model is a boost for innovation in the destinations that favours open innovation environments that help shape territorial clusters in those territories with greater tourism expertise or which support innovation based on the similarity of the product.

A system in which destinations should play a more active role as promoters and protagonists of tourism innovation as SMART TD becomes a laboratory of innovation.

a) Innovation in Tourism Sector.

The Spanish Tourism Plan 2020 (Minister of Industry, Tourism and Commerce, 2008) designed for the period 2008-2012, makes for the first time, innovation and knowledge a central axis of Spanish tourism policy, with the aim of promoting a new tourism economy where innovation, knowledge and talent recruitment and development are key aspects.

The Plan defines innovation as "any change based on knowledge that generates value", a synthetic but valid and sufficiently illustrative definition to the extent that it incorporates the need for changes, knowledge as base and value creation as purpose.

Innovation is not limited to new technological applications as we find with all types of innovation contained in the Oslo Manual (product, process, organisation and commercialisation), but also comprises innovation in relations with external agents' models (clients, suppliers, regulators, etc.) and in business models.

What are the main barriers to innovation faced by the tourism sector? (UITR, 2015):

- Business fragmentation, which makes financing, availability of qualified staff and the assumption of economic risks associated with innovation more difficult; apart from making greater resistance to change.
- Lack of innovation culture.
- Lack of funding sources.
- Public leadership with a relatively small business participation.
- Difficulties in transmission and use of knowledge.
- Lack of a systematic approach to innovation that other industrial sectors have.
- Difficulties in measuring innovation because of the characteristics of tourism activity.
- Uneven implementation of innovation for tourism subsectors.

The consequence of these obstacles is business innovation intensity lower than in other productive sectors (Cotec, 2013), circumstances which obviously contrast with the importance of innovation as a means of improving tourism competitiveness.

b) Tourism destination as innovative environment

Peculiarities of innovation in the field of tourism are translated to destinations, where there is a need to innovate in order to maintain or increase competitiveness while the same barriers mentioned for tourism innovation apply. The diversity of tourism destinations poses different situations to meet the challenge of tourism innovation, which driving forces (technological advances, increased competition, changes in consumer behaviour and in business environment - Goffin y Mitchell, 2010) also affect in different ways.

Theories of innovation in industrial spaces have relatively recently started to be applied in tourist destinations.

On the one hand, the concept of the cluster has been used since the nineties for regional planning of tourism in Spain as a model of competitiveness analysis applied to Catalonia and the Basque Country:

a cluster is defined as a group of interconnected companies and institutions in a particular area, which are geographically close, and linked by common and complementary elements, companies which compete but also cooperate. Cooperation improves competitiveness and innovation capacity of the cluster, whose geographical scale has a variable scale and requires no geographical continuity Porter (1998).

On the other hand, the concept of the district will be widely used for the analysis of companies' local systems in Europe and has become a recent reference for the analysis of local tourism systems (Aurioles et al. 2008; Hjalager, 2000; Lazzeretti and Petrillo, 2006; Prats et al., 2008). Usually, the location in a district is associated with greater innovative capacity of enterprises.

The research of Prats et al. (2008) on the Costa Brava concludes that this destination can be considered as an innovative local tourism system related to the relational capital of a destination, described through internal and external networks of interaction, while recognizing that there is still significant room for improvement.

Hjalager (2000) has defined five basic characteristics in industrial districts which should have tourism ones:

1. Interdependence of companies.
2. Business flexibility: temporal, functional and spatial.
3. "Cooperative" skill.
4. Confidence in the continued collaboration.
5. "Local Culture" supported by public policies.

In the cluster approach it should be taken into account that the simple spatial agglomeration does not imply the existence of an innovative cluster unless partnerships and efficient knowledge exchange occur. The benefits of collaboration in a cluster can be summarized in the following (Jackson and Murphy, 2006; Machiavelli, 2001; Nordin, 2003):

- Favours economies of scale that reduce production costs (for example, through central purchasing) and increase the negotiation abilities of the destination.

- Local competence which improves quality and efficiency of processes.
- Exchange of knowledge which favours use of new technologies and processes and increases its capacity for innovation absorption.
- Strengthening communication of the destination brand to customers and suppliers.
- Synergies for more efficient marketing
- Greater control over markets and ease to compete in larger markets or develop niche strategies
- Reduces risk and uncertainty through better market intelligence and better prepares organizations for unexpected events
- Hinders undesirable competitive practices such as "price wars".
- Positive effects on local production by enhancing tourism relations with other economic sectors.

However, clusters are configured through a complex process that can have a planned or spontaneous character independent of the so-called cluster policies (such as the Innovative Business Groups Program). The success of a cluster depends on different elements from:

- Wide involvement of agents participating in the cluster.
- Drawn limits of the cluster based on economic criteria and not political-administrative.
- Extensive representation of heterogeneity of tourism enterprises in the destination.
- Shared attitude for competitiveness through innovation and differentiation and not through price.
- Private leadership although from a starting point of public support for cluster development.
- Confidence among agents in sustained collaboration over time
- Institutionalization of the links and relationships in the cluster to ensure its survival.

c) SMART TDs as Smart Labs

The integration of SMART TD in the system of tourism innovation comes from a proactive local tourism organization and a greater degree of public-private collaboration that understands the need and direction of

innovation from developments and changes in demand and the tourism market (operators, changes in business models, competence, etc.).

The increasing innovation in a destination is reinforced by the support of the innovation system: technological control; market information (Tourism Observatory); technical assistance; training (network of technological development centres); support for cooperation (Tourist-Info Club, Product Club, Innovative Business Groups, etc.).

In this structure it is necessary to emphasize the fundamental role that destinations play in the basic scenario for the development of pilot projects and the implementation of solutions in a SMART TD. Once they have been tested, the consequent boost to innovation in the destination, promotion of entrepreneurship and new business models favour a new tourism economy based on knowledge and innovation.

6. Technological scenario

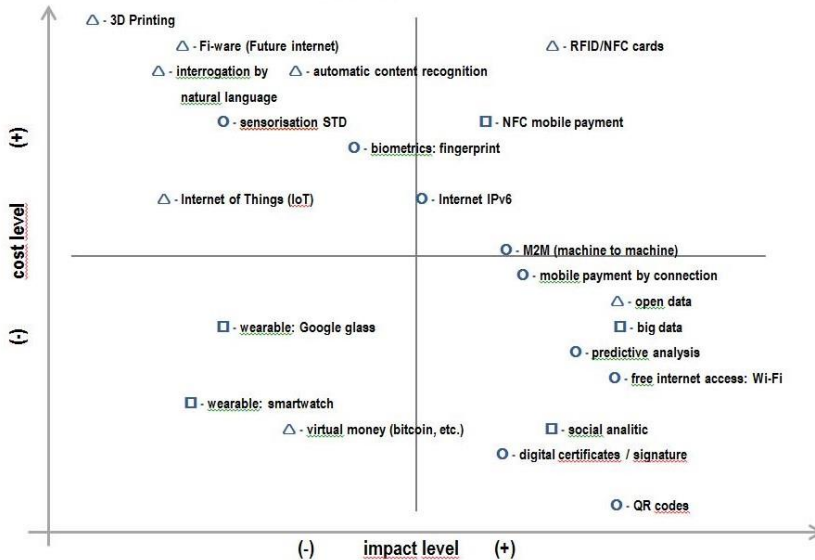
Technology plays a key role in a project of SMART TD. Although its implementation is not an end in itself, it operates as a ubiquitous tool in the solutions of a smart destination. However, many initiatives with this approach are based on still experimental emerging technologies. The destinations therefore, face the challenge of a complex setting undergoing a rapid evolution.

The complexity of the technological scenario is marked by diversity and rapid evolution of technologies, but also by the difficulty of interpreting the expectations generated around technological solutions that have not yet reached sufficient maturity, which are very common in smart cities and destinations.

Each technology will have an effect on the destination regardless of its maturity. The interest of implementing specific technology depends on the relationship between the cost and benefit obtained. In the costs of implementing a technology, the costs of development, implementation and maintenance of the solution should be taken into account. In order to provide more criteria for decision making in the current tourism

setting, the following figure represents the cost/impact of different technologies applicable to smart destinations.

STRATEGIC CONTRIBUTION AGAINST COST OF APPLICATION OF DIFFERENT TECHNOLOGIES



Source: UITR, 2015.

Any technological action has the risk of failure if certain practical aspects are not taken into consideration. In order to minimize risks, it is proposed to follow some basic guidelines, which are:

- Adherence to standards: Always use standards for any application, avoiding the use of proprietary solutions that may be more onerous. The use of standards will facilitate the contributions of third parties through interoperability and, especially, local private contributions.
- Use of Open Sources / Platforms: The use of open systems, both software and hardware, greatly facilitates the development

of technologies and standards together with the sum of efforts in a certain direction.

- Local digital awareness and training: Members of the local community should each be aware and properly trained in their own area of intervention, in order to effectively join up the dynamics of a smart destination. Possibilities should be known and services provided.

Likewise, we must insist that the success of a technology often depends on effective public-private collaboration, where any action should seek the involvement of all stakeholders in the destination

The current tourism scenario offers exciting technological opportunities for SMART TD. However, its use is complex and, sometimes, problematic. One of the most important limiting factors may be the lack of knowledge about these solutions and their possible uses. We end this section by stating some of the technologies that can provide interesting solutions for SMART TDs: free / open Wi-Fi; apps for smartphones; payments through smartphones; RFID (Radio Frequency Identification) technology; NFC technology; QR codes; Wearable technologies; augmented reality; Internet of Things (IT); Big Data; virtual money; Web-sites for SMART TDs.

2.4. IN CONCLUSION

We would like to finish establishing some conclusions:

1. The concept of SMART TD goes further than the mere application of new technologies and can serve for a true transformation of tourism destinations based on the application of a governance model, where the creation of mixed management bodies is an essential objective for the generation of innovative destinations, and their full adaptation to the digital economy through quantitative and qualitative improvements in connectivity, sensorisation, information systems or online marketing.
2. The keys of the SMART TD model include different areas that go beyond technology, although it is necessary to recognize that technology has become a fundamental "metafactor" for creating SMART TDs, a transversal instrument which intervenes and facilitates the development of solutions in the other areas that structure the SMART TDs Model.
3. The evolution of the destinations towards SMART TDs involves a complex and systematic process of collaborative work between all stakeholders in the destination that requires a well-considered and agreed strategy. TAs SMART TD is an innovation in the management of destinations; the aim is to stimulate a radical innovation, transforming the destination, rather than an incremental innovation resulting from the mere application of technologies to management processes inherent to a tourism destination.
4. The implementation of the SMART TD model is a new way to approach local tourism management, an opportunity to activate the process of change required by destinations in the economic environment and current tourism, a process which aims to seize opportunities arising from the tourism scenario, improve management efficiency, enhance competitiveness and increase social profitability of tourism.

This transformation of tourism destinations in SMART TDs, together with the need for a new approach to tourism management to address

the current dynamics of the tourism market, will require the renewal and updating of skills and competences (knowledges, skills and attitudes) of professionals responsible for tourism planning and management in SMART TDs, as well as the definition of their professional profile and training curriculum which we have named "European Innovation Manager in SMART TDs".



INMATOUR PROJECT. EUROPEAN MANAGER OF INNOVATION IN TOURISM DESTINATIONS: PROFESSIONAL PROFILE AND TRAINING CURRICULUM

Chapter 3

3.1 INMATOUR PROJECT. PROJECT SUMMARY

Tourism is one of the main economic activities at the UE level in terms of GDP, employment and innovation as highlighted in the Agenda for a sustainable and competitive European tourism (EC, 2006). The European Strategy 2020 showcases the role of tourism in the European economy and the importance of adopting a new tourism policy to improve competitiveness at the European tourism industry and creating more and better jobs through sustainable growth of this sector with an emphasis on innovation and knowledge. The tourist market is evolving to the beat of new trends in development (e.g. the emergence of "Intelligent tourism destinations", creative tourism projects and responsible and sustainable tourism activities). This has influenced the tourism market supply, as well as its management and promotion at tourism destinations. At the same time, tourism companies have been taking a more conscious role giving greater emphasis to social and environmental responsibility or the application of new technologies for innovation management in tourism.

In this context, there is a mismatch between sector requirements and the actual vocational training provision at EU level. Both the employees of large tourism companies, SMEs, entrepreneurs, professionals from public sector and practitioners in planning, management, provision and tourism promotion show a need to up-skill and adapt their knowledge to turn into actors of innovation development at the European tourist destinations.

The main aim of INMATOUR project is to contribute to adapt the knowledge, skills, and competence of tourism professionals through the

design of a profile and a training curriculum to manage innovation in tourist destinations. This profile is intended to achieve 3 goals:

- 1) Strengthen links between education/training in tourism and labor market
- 2) Use innovation management as a tool to improve competitiveness at business/territorial level
- 3) Adapt tourism professionals training to the needs and current development strategies at the tourist market.

This project will help to improve, adapt and diversify training in tourism by promoting the profile within the range of education and training; and raise qualification of tourism professionals to work or engage the business world at any EU country in accordance with a new model of tourism (more sustainable, responsible, innovative and creative).

To achieve these aims, the project will develop the following activities:

1. Design and develop a new professional profile with theoretical-practical knowledge, based on required skills to develop innovation at tourism locations: raised- awareness on economic, social and cultural environment of tourism, valorization of creativity, tools to promote and manage sustainability and Territorial Social Responsibility, ICT and social networks management for tourism promotion and marketing, managing methods of social empowerment and governance at tourism destinations.
2. Promotion and development of ERF transversal skills through the profile such as innovative entrepreneurship, risk management, communication and digital competencies.
3. Develop a training curriculum based on the above areas, and design training materials suited to these needs and adapted to b-learning (open educational resources for blended learning).
4. To implement a European training of trainers course with project participants with a holistic training approach, aimed at multiplying the process in each country.
5. To promote the use of the profile, training methodology and free access of educational materials through an online training tool

6. Develop virtual space to exchange good practices, knowledge and experiences via the social community of the project.
7. Create a network of stakeholders to boost a Pan-European dimension of Innovation Management in Tourism Destinations.

The main project beneficiaries will be: 1) tourism experts, professionals and practitioners, tourism-related staff at local, regional and National tourism administrations, Regional Tourism boards; 2) VET sector: undergraduate students attending the last two years of VET studies or recent graduates in Marketing and Tourism Promotion (and related training areas), apprentices and other VET learners in Tourism; teachers and trainers at VET institutes and training centers; VET-providers; VET-authorities at regional, national and European levels. 3) Companies, entrepreneurs, business associations 4) Local Development Agencies (LDAs), job placement agencies, 5) Tourism administrations and governmental bodies at the local, national and EU level.

The estimated impact of the action will be:

- Better trained workforce to face tourism sector challenges
 - Increased awareness on the current needs for training in VET for tourism sector
 - Increased importance of innovation in tourism management and business competitiveness
 - Setting-up a new European Network to boost innovation at European destinations.

INMATOUR networking partners consist of 5 organizations from 5 different European countries. They all have a wide experience in European Projects. Each one accumulates specific know-how in the main areas of the project, having adapted professional qualifications in sectors such as tourism; hotel management; and leisure management and they are part of both national and European reference networks for the theme of the INMATOUR project.

- DOCUMENTA (ES) is a non-profit organisation working in the field of “applied social research”, whose main aim is the

introduction of a model of sustainable local development in Intelligent Territories.

- DIMITRA (GR) leading training organisation in Greece, transfers a high degree of expertise regarding both methodology development and production of practical solutions matching specific vocational and professional development.
- FOLKUNIVERSITETET UPPSALA (SE) is a national adult educational association that offers a wide range of training programmes and adult education all over Sweden and several European countries.
- MMC Management Centre (CY) offers Both Training programmes and Adult Education with specialised tourist training programmes.
- RINOVA (UK) design, development, implementation and evaluation of learning and skills-based social, cultural and economic development programmes.

3.2 PROFESSIONAL PROFILE AND EUROPEAN MANAGER OF INNOVATION IN INTELLIGENT AND RESPONSIBLE TOURISM DESTINATIONS TRAINING CURRICULUM

3.2.1. General introduction

New challenges for tourism destination management at the EU level

Tourism, as a product and service oriented industry, could generate widespread benefits and impacts to the economy and society. It could contribute to the achievement of Millennium Development Goals (MDGs) particularly those concerning poverty alleviation, environmental conservation, and generation of employment opportunities for women, indigenous communities and young people. Further, tourism could be a source of revenue (foreign exchange earnings, tax revenue) to the government and because of its multiplier effect, could provide opportunities for local economic development (LED).

The direct, upstream, and downstream industries involved in tourism activities have the potential for creating sectoral linkages and economic opportunities in the localities.

Destination management is a subject of growing importance as destinations compete to provide the highest quality of experience for visitors; and to manage the impacts of tourism on host communities and environments. Moreover, to compete effectively, destinations have to deliver wonderful experiences and excellent value to visitors. The business of tourism is complex and fragmented and from the time that visitors arrive in the destination until they leave, the quality of their experience is affected by many services and experiences, including a range of public and private services, community interactions, environment and hospitality.

The idea of developing the INMATOUR project is inspired by the renewed European tourism policy. This policy aims to maintain Europe's standing as a leading destination while maximizing the industry's contribution to growth and employment and promoting cooperation

between EU countries, particularly through the exchange of good practice.

The EU's competence in the tourism is one of support and coordination to supplement the actions of member countries. This is taking place in a fast-evolving market dependent on many factors, among the most important of which are: accessibility, innovation of tourism products and inauguration of new business models, easy access to travel, de-seasonalization, technological change, globalization and increased social and environmental of tourism practices.

The main challenges for the European tourism industry are:

- Security and safety - environmental, political, and social security; safety of food and accommodation; and socio-cultural sustainability threats
- Economic competitiveness - seasonality, regulatory and administrative burdens; tourism related taxation; difficulty of finding and keeping skilled staff;
- Technological – keeping up to date with IT developments caused by the globalization of information and advances in technology (IT tools for booking holidays, social media providing advice on tourism services, etc.);
- Markets and competition - growing demand for customized experiences, new products, growing competition from other EU destinations.
- Innovation: Innovation can be defined in a multiplicity of ways. Innovation in tourism encompasses new products, new production processes, new markets and new forms of organization. The common thread between all these changes is that they involve “carrying out new combinations” which are qualitatively important and introduced by dynamic business leaders, or “entrepreneurs”. In this sense, the issues involved in innovation in tourism are not confined to the information revolution, and many other questions remain.

The Commission's communication, 'Working together for the future of European Tourism' of 2001, states that '*Strategies and measures*

designed to upgrade skills in the tourism industry show a trend towards more holistic solutions based on partnerships and dialogue between training institutions, the tourism industry and other major stakeholders, such as public authorities.'

Delivering excellent value will depend on many organizations working together in unity.

Destination management calls for a coalition of these different interests to work towards a common goal to ensure the viability and integrity of their destination now, and for the future. Because of the previous process, tourism development now has a higher requirement to train people for highly-qualified jobs, through colleges, public institutions, trade unions and sectorial associations, VET centers or Universities, depending on the country.

- Knowledge, skill and competences are key for developing tourist destinations holistically (nature and environment, social and economic affairs, governance and participation, culture and heritage, etc.) and to be valued and remain competitive in the tourism industry.
- Careers in tourism are mainly based on professional practice, so tourism practitioners are required to possess practical abilities (e.g. observation, being able to develop your own understanding of local tourism industries and their particularities, along with problem solving and teamwork skills), developed through practice-based learning. In this sense, factual learning has the same degree of importance as theoretical knowledge -e.g. marketing, visitor management, development of tourism products, services and facilities, etc.

At the sector level, both public services and tourism companies are facing a serious lack of the skills and expertise that are required to create competitive, attractive and sustainable tourism attractions in cohesive tourism destinations:

- On one hand, tourism development and promotion are among the functions of Local Government Organizations (understood as all the different forms of public bodies that exist at the lower

tier of the administration). As local governments shifted to more participatory forms of development governance, they were also encouraged to enjoin other stakeholders in local tourism development and promotion.

Given their leading role, Local Government Organizations should be responsible for improving the level of knowledge of their human resources in Tourism by creating and promoting training paths, courses and continuous training of all the professionals engaged in Local Tourism (from policy design to infrastructure management). These professionals play a major role in community development, provide the links between the people and government, address local problems and concerns, enforce policies and hold influence over local communities.

- On the other hand, tourism SMEs traditionally do not engage in formal learning, offer few training opportunities to their staff and do not engage easily with public agencies. The rationale for setting up cooperative partnerships between public/private sectors is that issues such as quality, ICT, skills, marketing and customer focus, and other business practices are placed firmly on the agenda of SMEs by encouraging reflection on good practice. One of the key benefits is that this is more likely to yield a higher rate of participation than traditional approaches to developing skills and encouraging learning.

The emerging role of the European Manager of Innovation in Intelligent and Responsible Tourism Destinations.

Tourism professionals and especially tourism managers need to have a solid foundation for the management of tourism businesses and public agencies with competencies in Tourism Management.

The majority of the EU countries do offer training programmes at different education levels (Post-Tertiary education programmes, bachelor degrees, post-Secondary education), but there is still a need to fill the existing gap in the education and training of tourism professionals with comprehensive training plans.

On the other hand, most of the VET qualifications are designed to equip individuals with skills across service, sales and operations within the tourism industry, but this “more technical” knowledge is totally disconnected from general knowledge on market trends, consumer needs and new marketing and promotion tools based on ICT, for instance:

- Tourism officers/destination managers develop and promote tourism in order to attract visitors and generate significant economic benefits for a particular region or site. They may work for local authorities, but are now increasingly employed within public/private destination management organizations, public agencies or partnerships. The role is varied and may include many different types of work. Key areas include marketing, visitor management and the development of tourism products, services and facilities. Depending on the level, it may involve strategic planning, particularly in local authorities.
- Economic development or urban and rural regeneration is also an increasingly common part of a tourism role, and tourism officers, therefore, usually work closely with residents and businesses in a local community in order to support the local economy. Many emerging destinations in the European Union lack a critical mass of seasoned tourism professionals and academics and therefore sufficient training options to build capacity.

3.2.2. European Manager of Innovation in Intelligent and Responsible Tourism Destinations

The aim of the project INMATOUR is to develop a new training curriculum and a guide with materials for learners and tutors as a holistic training solution for tourism professionals and practitioners at administration and managerial levels. INMATOUR project partners will work at the regional level with tourism training and support institutions to build a cadre of trainers versed in the intricacies of tourism destination management development.

The INMATOUR project proposes a “training model” for tourism practitioners aimed at equipping learners with a set of knowledge, skills and competencies and tools in areas such as planning and management of tourism development in municipalities, areas or regions. Throughout the training process, learners will acquire a high level of professional qualification to carry out positions of responsibility in companies and public tourism management.

The European Manager of Innovation in Intelligent and Responsible Tourism Destinations will be able to manage a destination holistically. The general competencies are:

- Differentiate the destination improving the SMART TD model implicit quality of life.
- Moving towards a sustainable tourism development.
- Define an accessible tourist destination, both physical and digital.
- Integrate the principles of governance to tourism management.
- Improve efficiency in destination management in all areas (marketing, environmental management, mobility, etc.)
- Enhance competitiveness and improve destination positioning.
- Taking advantage of ICTs quickness adoption by tourist demand, as well as the relatively high level of use of ICTs in businesses and tourist services.
- Develop a more advanced tourism management based on knowledge and on a new tourist agent's relationships framework.
- Adopt a proactive role implementing new technologies according to each destination uniqueness
- Favour an environment of open innovation at destination through new collaboration and knowledge exchange dynamics.
- Promoting entrepreneurship and new businesses models through the tourist activity association with ICTs.

The project methodology is based around five different Learning Areas:



And the Training Curriculum is based on those 5 different Learning Areas developed by the different partners:

- **Area 1. Creativity and fostering talent in tourism destinations:** A journey through the concept of Creative Tourism, as well as the multiple applications of creativity in tourism and at tourist destinations. Learners will be able to design creative tourism experiences from a marketable perspective (oriented to creative tourism products).
- **Area 2. Sustainable Tourism and strategies in tourism activities:** Sustainability represents an increasingly influential facet of tourism planning, development, governance and management, encompassing a diversity of sectors as the industry continues to expand globally. Students will acquire general knowledge about sustainability in a broader extent, as well as transference of sustainability issues and strategies to tourism sector and destinations.
- **Area 3. Smart tourism destinations and ICT possibilities:** Tourism is increasingly becoming an information-based

industry, relying on technology supporting information and communication (ICTs). Managers of innovation in tourism destinations. Management and innovation in tourism requires professionals to be aware of and use Information and Communication Technologies in Tourism as well as employing new media applications (Facebook, Twitter *et al.*) and Media Consumer Adoption in smart tourism management.

- **Area 4. Social participation and good governance in tourism destinations:** This area will focus on how the local government of a tourism destination can manage public affairs and make appropriate industrial policies. This area also deals with different forms of social participation, cooperation and creation of mutual trust bounds and benefits, by recognizing that stakeholders such as residents, tourists and tourism business are important parts of a destination and have great influences on local social economic development.
- **Area 5. Responsible Tourism: From CRS to TSR:** This area is intimately connected with Areas 2 (Sustainable Tourism) and 4 (Governance and Social Participation). Corporate Social Responsibility (CSR) can make a significant contribution towards sustainability through use of participatory tools in tourism-related planning, as well as in integrated Territorial Social Responsibility strategies for specific tourist destinations. Through this learning approach, students will explore the contribution of tourism-based companies to Territorial Social Responsibility, with an emphasis on responsible tourism and territorial development, Corporate Social Responsibility in Tourism and hospitality, formalized instruments, certification schemes and quality labels.

The final main aim of this Training Curriculum is to provide learners and tourism management professionals with a complete training tool for career development in modern EU travel destinations and tourist areas.

PRE-REQUISITES FOR PARTICIPATION

This course integrates with qualifications at level 5 of the European qualifications framework (EQF).

Level 5 qualifications provide advanced VET skills and competences, potentially responding quickly to new labour market demands. So, according to EQF Level 5, participants should obtain:

- In terms of knowledge: comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge;
- In terms of skills: a comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems.
- In terms of competences: able to exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others

MAIN TARGET

- People with appropriate qualifications or enough expertise in tourism or
- VET students in Tourism Management programmes or
- Local Development Agencies or
- CEOs and managers of tourism companies and services

EDUCATIONAL BACKGROUND

- Sector Experience / Academic Background: Tourism.

WORKING EXPERIENCE

- Be active in the area of tourism for at least two years working at middle to high level management in the tourism industry for people with specific official training qualification in tourism
- Be active in the area of tourism for at least four years working at middle to high level management in the tourism industry for people without specific official training qualification in tourism

OTHER

- Have good understanding of ICT technologies at a theoretical level. Practical skills on ICT technologies will help for better understanding of some terms and the content of the course but it is not an essential prerequisite
- Basic skills in the use of Social Networks, CRM, Web applications and Mobile Apps.

The course is aimed at people working or seeking to work within a wide range of functions in the tourist industry. These may include leisure and tourism services, visitor services, hotels, hospitality and events, marketing and design of tourism products and offers, tour and travel operators, tourism/cultural venue and destination managers.

The course will also be suitable for recently graduated students and people who have a background working in the tourist industry but are not currently employed in the sector. Participants should ideally have had some responsibility for developing visitor experiences and services. However, more essential is the desire to extend their current ways of working and explore and develop new areas.

Learners should be willing to integrate and incorporate aspects of their life experience, passions and identity within their learning as they will be expected to draw upon and explore their own cultural and creative interests. Equally they should have a strong curiosity about other cultures, people and places as they will be required to undertake research and to collaborate with other learners in developing projects. The course requires the capacity and motivation to undertake independent self-study and research outside the course.

It is important that learners enter the programme with an openness to considering and sharing new approaches to their work, and a willingness to explore areas that go beyond a narrow definition of their professional sphere of competence.

The project assignments completed on the course will be uploaded to the INMATOUR platform and made available to other learners and trainers on the INMATOUR programme in other countries.

www.documenta.es/web/inmatour

3.2.3. Modular contents: training programme and pedagogical aims

MODULE 1: CREATIVITY & FOSTERING TALENT IN TOURISM DESTINATIONS	
MODULE 1	1. INTRODUCTION AND GENERAL DESCRIPTION
	The programme offers an introduction to key concepts of Creative Tourism. Creative Tourism is considered a new generation of tourism, reflecting the rise in demand from tourists for more fulfilling and engaging experiences. Creative Tourism distinctively involves tourists and local people in the creation of tourism products. It has been defined as “Tourism which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences, which are characteristic of the holiday destination where they are taken” by Crispin Raymond and Greg Richards. Developing creative tourism products demands a new set of knowledge and skills and a shift in attitudes from the traditional tourism management models and the way they are usually taught. Fundamental to the understanding of creative tourism is the concept of “co-production” by which tourists actively engage as “prosumers” with tourism providers and local people in designing their own travel experiences. Designing such experiences requires continuous innovation and a high level of differentiation and diversity of products, a flexible and creative responsiveness to variety of demand wedded to a sophisticated understanding of culture and context. The programme is modelled around a process of creative design thinking, and offers an experiential learning process which exemplifies the skills and attitudes required to develop a creative tourism offer. This will enable learners to gain experience of putting these creative skills and attitudes into practice.

MODULE 1	The course consists of a four stage learning process comprising: - Contextual overview of the concepts of creative tourism and the characteristics of a "Creative Tourist". - Exploration of the concepts of innovation, entrepreneurship and creativity and applying these ways of thinking in the tourist industry to promote talent - An overview of the cultural and creative industries to provide learners with knowledge and understanding of creativity as background and as active participation. - Research project. Throughout the programme learners will apply their learning through a research project to imagine and devise a "Creative Tourism" project as an exercise in "creative co-production". Each project is based upon research into a specific destination and will identify a specific group of "creative tourist prosumers". In the final session, learners will work together in groups to devise an innovative creative tourism project or strategy. The research project exemplifies practical application of "design thinking", a process of finding solutions to complex problems that is used by many creative and design companies. Through exchanging diverse experiences in working on the research project together and applying the principles of design thinking, the group will exemplify the "creative tourism" process as "prosumers" in "designing, distributing and performing the experience themselves". The learning experience is designed to stimulate creative cross-overs between domains of knowledge, and to provide the conditions to seed innovation and new ways of thinking. Finally, the group will reflect and analyse the experience and extrapolate principles of best practice to take away into their professional activity.
2. TRAINING PROGRAMME	
	The training programme includes in total four chapters (12 hours) plus 48 hours of distance learning. Total 60 hours. The topics of the chapters are as follows: - CHAPTER A: INTRODUCTION AND UNDERSTANDING THE CONCEPT OF "CREATIVE TOURISM" - 15 hours - o In-class learning 3 hours

MODULE 1	○ Distance learning 12 hours - CHAPTER B: EXPLORING INNOVATION AND ITS APPLICATION - 15 hours ○ In-class learning 3 hours ○ Distance learning 12 hours - CHAPTER C: UNDERSTANDING THE CULTURAL AND CREATIVE INDUSTRIES - 15 hours ○ In-class learning 3 hours ○ Distance learning 12 hours - CHAPTER D: CO-PRODUCTION: GENERATING A CREATIVE TOURISM PROPOSAL - 15 hours ○ In-class learning 3 hours ○ Distance learning 12 hours
	3. GENERAL AIM OF THE COURSE
	The course provides an introduction to areas of knowledge including concepts of innovation, creativity and entrepreneurship and an overview of the cultural and creative industries. These have been selected to introduce professionals working within the tourist industry to areas of knowledge that are likely to lie outside their core training and professional expertise. It is intended that the areas of knowledge covered will draw upon an individual learner's wider experience and cultural interests, which they may already be applying in their professional lives or may wish to integrate into their professional activity. Indeed the success of the course will depend upon learners' capacity to apply the knowledge and skills to their own experience not only within their professional orbit, but also drawing upon their cultural interests and pursuits outside work. In this way the course can be adapted to a very wide range of learners' cultural and creative interests, from art, music and theatre to gastronomy, cultural history, fashion and much more. Knowledge and understanding of processes of innovation, entrepreneurship and using creativity may validate aspects of their existing working practice and should also aim to have a profound developmental impact in stimulating new ways of working and new ways of thinking about work. The course will provide an overview of the key trends and values of

MODULE 1	the contemporary cultural and creative industries, which will provide a theoretical and contextual background for the development of projects that are in tune with the lifestyle and expectations of the new generation of “creative tourists”. It will also encourage intelligent critique of these definitions and how they apply to the specific economic, social and cultural contexts of the learners’ professional situation within the tourism industry. At all points in the course, learners are encouraged to pro-actively extend their learning through self-directed study focused upon their chosen research project. In this way, the course is intended to engage with subjects that learners are passionate about and offer them the opportunity to explore them in more depth. Taken together, the knowledge areas covered will underpin learners’ capacity to add value to tourism destinations through the application of creativity and promotion of talent in tourism.
	4. OBJECTIVES OF THE TRAINING COURSE DEFINED BY KNOWLEDGE, SKILLS AND ATTITUDES
	Taking into account the definition of knowledge, skills and competences within the ERF, the experts defined <u>competence</u> as "<u>a demonstrated ability to apply knowledge, skills and attitudes for achieving observable results</u>". Consequently, the related descriptions will embed and integrate knowledge, skills and attitudes. 4.1 LEARNING OBJECTIVES REGARDING KNOWLEDGE The learning objectives for this course reflect the overall objectives of the INMATOUR curriculum in aiming to provide an education for tourism managers that is in tune with actual needs and contemporary changes that are affecting the future of tourism. The learning objectives of the programme encompass the following knowledge areas: - An understanding of the concept of “creative tourism” and the development of this concept. - How social, economic and cultural factors have influenced the development of this new type of tourism. - Knowledge of the attributes and characteristics of a “creative tourist” and how the needs of this type of tourist affect the design of tourism programmes. - Understanding of concepts and processes of innovation and their application in the development of products and services. - Understanding of the concept of entrepreneurship and its

MODULE 1	application in life and at work. - Extended awareness of the value and use of creativity and how creative thinking and methods can be applied in design of tourism programmes. - Wider knowledge of the contemporary cultural and creative industries - Deeper understanding through personal research into a specific area of culture. 4.2 LEARNING OBJECTIVES REGARDING SKILLS The learning objectives of the programme regarding skills are: - A broadening of the capacity to envision and devise complex projects. - Capacity to follow a process of design thinking. - An ability to recognize and value cultural distinctiveness and how this can add value to tourism destinations. - Extension of the capacity to collaborate and work in a team to realize a project. - Entrepreneurial skills in recognizing new consumer demands and finding innovative solutions to meet their needs. - Abilities to communicate and generate joint collaborative ventures in digital and real environments. 4.3 LEARNING OBJECTIVES REGARDING ATTITUDES The key competencies to be achieved through the learning programme are: - To be able to identify and implement best practice in creativity and development of cultural innovation in the context of the tourism industry. - To be able to use emotional intelligence in dealing with others. - To be able to generate new ideas and work with others to realize projects. - To be able to follow a process of design thinking and apply it in project management and strategic planning. - To be able to take an integrated, holistic approach to embed the values, heritage and culture of people and places within tourism projects. - To be able to promote innovation and talent in tourism.
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MODULE 1	5. EXPECTED IMPACT ON LEARNERS AFTER COMPLETING THE COURSE
	The course is intended to generate holistic, creative and entrepreneurial ways of thinking about work, life and culture with the potential to have a profound impact on learners' professional activity. Its primary impact will be upon learners' attitudes towards their work and their capacity to instigate change. It will enable learners to consider their professional role and business from a new perspective and introduce them to contexts and practices from creative industries and entrepreneurship that can have an innovative impact in multiple contexts within tourism. The course is also intended to engage with learners' own cultural interests and demonstrate how these can be integrated within and add richness and diversity to their working practice. When fully understood, co-production is a powerful concept with the capacity to change the way that tourism professionals relate and communicate with customers and destinations in co-designing tourism products. The design thinking skills provide a model that is transferrable to many contexts. The process of experiential learning through designing a creative tourism project is a powerful way of embedding learning in practice. Peer learning through collaboration in developing a project will also contribute to a multi-faceted learning experience.

MODULE 2:**MODULE 2: SUSTAINABLE TOURISM**

	1. INTRODUCTION AND GENERAL DESCRIPTION
	Tourism is an activity that involves the movement of people from one place to another. In the process, tourists bring along customs and cultures of their own countries to the host countries on the one hand, and on the other, learn and bring those of the host countries back home. Through these interactions and communications between tourists and the local community, various kinds of positive impacts can always be achieved when tourism is practiced and developed in a sustainable and appropriate way. Sustainable tourism has been defined by the World Tourism

Organization as “satisfying current tourist and host community needs, while protecting and improving future opportunities. It is seen as a guide in managing all resources in such a way that economic, social, and aesthetic needs may be met, while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems.”

(<http://www.world-tourism.org/sustainable/esp/concepts.htm>).

Making a reality of sustainable tourism entails adopting “best practices,” namely, corrective or improved measures implemented in every area of tourist business management and operation. These actions are aimed at ensuring that the least possible impact is caused, that tourist product quality and image are improved, that business development becomes more efficient, and therefore, social and economic development does as well.

Creating the right balance between the needs of tourists, host communities and the environment, reducing conflict and recognizing mutual dependency, requires a special approach to the management of destinations. In this regard, the European Union has elaborated an Indicator System for Sustainable Management of destinations. It is one of the tools which can make an important contribution towards paradigm shift within tourism industry in Europe.

Based on trends towards sustainable tourism within the European Union, this course addresses the various strategies that are available for working with sustainable development at all levels within tourism sector. Analytical skills are learned and management strategies are studied. Further education takes up how sustainable development can increase the attractiveness of the area as well as the communication of how sustainable tourism can be clarified. This course is designed to assist students to:

- Formulate carrying capacity strategies.
- Identify positive as well as negative impacts of tourism.
- Conceptualize preventive and corrective measures to be put in place.
- Liaise with the private and public sectors.
- Develop attitudes to quality and value in respect of people, management and customer care.

MODULE 2	The course consists of a three stage learning process comprising: 1. Contextual overview of the concepts of sustainable development and sustainable tourism, as well as introduction to the types of sustainable tourism 2. Exploration of the strategies and tactics of visitor and destination management; applying these strategies and tactics in the tourist industry to promote sustainability 3. Individual project. Each learner is supposed to prepare an individual project, based upon research into a specific destination. The project exemplifies practical application of “sustainable thinking”, a process of finding solutions to complex problems within sustainable management of destinations. The learners will reflect and analyse the destination and develop an environmental management plan for it.
	2. TRAINING PROGRAMME
	The training programme includes in total three chapters (22 hours in class + 38 distance hours) as follows: - CHAPTER A: INTRODUCTION AND UNDERSTANDING THE CONCEPT OF “SUSTAINABLE TOURISM” - 12 hours - o In-class learning 6 hours - o Distance learning 6 hours - CHAPTER B: MANAGEMENT OF “SUSTAINABLE TOURISM” - 20 hours - o In-class learning 8 hours - o Distance learning 12 hours - CHAPTER C: ENVIRONMENTAL MANAGEMENT PRACTICE IN THE TOURISM SECTOR - 28 hours - o In-class learning 8 hours - o Distance learning 20 hours
	3. GENERAL AIM OF THE COURSE In this course sustainable tourism practices will be discussed and analysed in the form of practical cases studies. The case studies will provide an insight into different approaches to sustainable tourism. The variety of cases should consider the different components and influencing factors of sustainable tourism, i.e. key actors, destination

MODULE 2

varieties, visitor management strategies, etc. The following question will be addressed: What kinds of structures for implementing sustainable tourism are needed for different types of tourism? Who are the key actors? What kinds of pre-requisites are needed at the destination level? What challenges and bottlenecks can be identified?

Students will consider the processes of tourism development and associated impacts. This will factor in the type of location and the national environment within which the development takes place. In particular, reference will be made to tourism policy formulation and implementation; economic factors at a national, regional and local level; land use planning considerations; and environmental and cultural impacts. This leads to specific consideration of tourism and conservation planning, in particular the use of specific designations such as national parks, marine parks, country parks, and nature reserves.

There are a number of models which identify the tourism planning process, which students will be familiar with. Through these models the student looks at tourism and its development:

- Study, recognition and preparation;
- Setting the objectives or goals for the strategy;
- Survey of existing data;
- Implementation of new surveys;
- Analysis of secondary and primary data;
- Initial policy and plan formulation;
- Recommendations;
- Implementation, and
- Monitoring and plan reformation.

Each stage within these models, of course, contains a wide range of options and requirements in terms of action. Of particular importance are:

- Assessing likely impacts at all stages (economic, environmental, socio-cultural).
- Engaging with all stakeholders in a participatory manner at all stages.

At the beginning, the course will start with some introductory lectures focusing on the above mentioned models and practices. This aims at providing a theoretical basis which is needed for the case study

MODULE 2	analyses. These introductory lectures will be complemented by short case studies which illustrate the concepts under study. The main pedagogical approach aims to enable students to reflect critically upon the discussed concepts.
	4. OBJECTIVES OF THE TRAINING COURSE DEFINED BY KNOWLEDGE, SKILLS AND ATTITUDES
	The course introduces the concept of sustainable tourism and provides an in-depth knowledge of tourism and its assets. The goal is that the students gain skills in understanding a future-oriented overview of the concept of sustainable tourism and how it is linked up within the world's largest industry. The course also includes information and implementation of educational structure and content. The course includes: - The overall training objectives and content. - Identifying cultural differences, communication patterns, and group psychology. - Understanding of stakeholders in the tourist sector in the region - their needs, requirements and expectations, forms and structure of organization. - Understanding the context of tourism, concepts and statistics and the economic importance of tourism. - Understanding the concept of sustainable tourism-past, present and future development and trends. - Gaining knowledge about the origin sustainable tourism market and links to destinations. - Gaining knowledge about how to ensure and implement change towards sustainable tourism by identifying stakeholders in the current situation and political and scientific strategies for sustainable tourism. The course provides the students with the opportunity to practice their skills in exploring the social anthropological perspective on the experience for the guest and host as well as the dynamics of interaction and its effects. Furthermore, it focuses on the analytical skills and management strategies developed for effective visitor management. The pedagogical methodology which will be used can be categorized in three ways: visual, auditory and tactile learning. The aim is that student should be given opportunity to integrate the

practical and theoretical knowledge in order to achieve the training objectives.

The course is based on integration and progression related to the learning outcome. That means the students are given the opportunity to continuously build on the theoretical and practical knowledge and skills they acquire in training and practical projects.

4.1 LEARNING OBJECTIVES REGARDING KNOWLEDGE

After completion of training the learner should have:

- Knowledge of the concepts underpinning sustainable development and sustainable tourism.
- Knowledge of the impacts of the tourism industry on destinations and local communities.
- Knowledge about key issues related to sustainable development in tourism sector.
- Knowledge about implications of the application of sustainable tourism principles to planning, development and management.
- Knowledge about the principals involved in an environmental impact assessment or audit.

4.2 LEARNING OBJECTIVES REGARDING SKILLS

- This course is designed to assist students to:
- Formulate carrying capacity strategies.
- Identify positive as well as negative impacts of tourism.
- Conceptualize preventive and corrective measures to be put in place.
- Liaise with the private and public sectors.
- Develop attitudes to quality and value in respect of people, management and customer care.
- Develop and conceptualize preventive and corrective measures to be put in place.
- Liaise with the private and public sectors.

4.3 LEARNING OBJECTIVES REGARDING ATTITUDES

- Develop attitudes to quality and value in respect of people, management and customer care.
- Communication – Written communication skills of a quality and manner appropriate to real world tourism situations and

MODULE 2	audience needs. To communicate an argument in a succinct and logical manner and articulate it to individuals and groups in an engaging and confident way. - Effective problem-solving skills including the ability to apply tourism related theories, models and methods and logical thinking to a range of multi-dimensional tourism related problems. - An awareness of when additional information is needed and the capacity to locate, analyse and use it. - Apply ethical values to tourism decision making. An awareness and consideration of the public interest in tourism practices and decision making.
	5. EXPECTED IMPACT ON LEARNERS AFTER COMPLETING THE COURSE
	The impact of the course will help the student to understand the concepts of sustainability that affect the tourism industry; the range of tourism developments designed to maintain environmental, social and economic well-being of natural, built, and cultural resources; the inherent stability of natural ecosystems in order that certain parallels may be drawn and guiding principles applied to the management of tourism based projects. Upon completion of the topic the student will be able to: - Define “perceptual impacts”. - Discuss physical impacts. - Analyse economic impacts (positive and negative) of the tourism industry. - Determine the socio-cultural impacts of tourism. - Examine ecological impacts of tourism on particular areas and communities. - Discuss ways to minimize the negative impacts of tourism through sustainable tourism activities.

MODULE 3: SMART TOURISM DESTINATIONS AND ICT POSSIBILITIES IN TOURISM DEVELOPMENT	
MODULE 3	1. INTRODUCTION AND GENERAL DESCRIPTION
	The programme offers an introduction to ICT in the tourism development. This module aims to: - Present the role of ICT in the tourism-based industry and an overview of the key ICT elements that may help the growth, sustainability and governance of tourism and the “smartness” of a destination. - Provide an in depth understanding on how a destination may be “SMART” and what are the key ICT elements which make a destination SMART. - Explain what is tourism interpretation, present tools and techniques for tourism interpretation and look into e-services and other ICT tools that may be used, as well as best practices implemented by various stakeholders. - Provide a definition for Sustainable Tourism and Governance as well as an overview of ICT tools that can help in achieving sustainability goals and better governance. - Explore various marketing and commercialization tools, and review a case study on how these tools may promote tourism-based organizations in their target markets.
	2. TRAINING PROGRAMME
	The training programme includes in total 60 hours in three chapters (12 hours in class + 48 distance hours) as follows: - CHAPTER A: ICT POSSIBILITIES IN TOURISM DEVELOPMENT - 12 hours - o In-class learning 3 hours - o Distance learning 9 hours - CHAPTER B: THE ROLE OF ICT IN SMART DESTINATIONS, TOURISM INTERPRETATION AND SUSTAINABLE TOURISM - 36 hours - o In-class learning 6 hours - o Distance learning 30 hours

MODULE 3	- CHAPTER C: ICT IN TOURISM MARKETING AND COMMERCIALIZATION - 12 hours - o In-class learning 3 hours - o Distance learning 9 hours
	3. GENERAL AIM OF THE COURSE
	The course aims to provide an in-depth understanding of the ICT tools and technologies that may be used for the development of tourism based sectors and creative tourism. Upon completion the participants will: - Understand and appreciate the beneficial effects of ICT and new technologies in tourism development. - Understand the Role of ICT in Smart Destinations, Tourism Interpretation, Sustainable Tourism and Governance. - Will develop skills to think out of the box where the power of ICT and the knowledge they have gained on creative tourism can be combined for the development of new tourism-based services. - Understand, learn and adopt ICT in tourism marketing and commercialization.
	4. OBJECTIVES OF THE TRAINING COURSE DEFINED BY KNOWLEDGE, SKILLS AND ATTITUDES

The course is intended to provide the knowledge of ICT tools and technologies that are used in tourism based services in order to improve the level of service and meet the demands of today's tourists. It also aims to provide the learners with an overall understanding of various ICT tools that are used for promoting and commercializing tourism-based services.

More specifically, the course intends to provide a basic understanding of Smart Destinations, Tourism Interpretation, Sustainable Tourism, Responsible Tourism and Governance and how ICT may be used to foster their development.

The course goes beyond simple knowledge transfer, as it aims to expand the horizons of the trainees, promoting an "out of the box" way of thinking. It aims to develop the skills of the learners in order to envisage potential new tourism-based services and understand the limitless capacity of ICT in supporting their fresh ideas.

The course aims to inspire the learners to follow new and creative

MODULE 3	paths for delivering tourism-based services that will lead them to excel in tourism based sectors. 4.1 LEARNING OBJECTIVES REGARDING KNOWLEDGE In the context of EQF, knowledge is described as theoretical and/or actual. The learning objectives of the programme for the acquisition of Knowledge– <i>I learn the way that something is made</i> – are: Understand the concept of E-Tourism, its characteristics and outcomes as well as opportunities and threats. - Understand the importance of ICT in the tourism sector and gain in-depth knowledge of the role of ICT in E-Hospitality, E-Tour operators, E-travel agents and E-destinations. - Learn how ICT can be a source of competitive advantage and how it may contribute to the increase of the business. - Identify basic software and technologies used in these areas of tourism. - Define Smart Destinations, describe the main pillars of Smart Destinations, enlist the basic characteristics of a Smart Destination and provide examples of ICT tools used for their development. - Describe success stories where ICT tools were used for the development of Smart Destinations. - Understand the concept of Tourism Interpretation and be able to identify ICT tools that promote/assist tourism interpretation - Understand the concept of Sustainable Tourism, Responsible Tourism and Governance and become familiar with ICT technologies that promote sustainability and governance in the tourism industry. - Become familiar with the term “Digital Marketing” and learn the ICT technologies that are in place for marketing and for commercialization of tourism based services - Understand the importance of Search Engine Optimization and the process of achieving better visibility in Search Engines - Understand the power of Social Media and how these may be used to promote services to a wider audience. 4.2 LEARNING OBJECTIVES REGARDING SKILLS In the context of EQF, skills are described as cognitive (involving the
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use of logical, intuitive and creative thinking) and practical (involving manual dexterity and the use of methods, materials, tools and instruments).

The learning objectives of the programme for the acquisition of Skills – *I am able to do something* – are

- to develop an “out of the box” frame of mind in order to develop new tourism sector based services where creativity, innovation and usage of ICT are at the main elements of these services
- to be able to design and implement new services/offerings/projects by using the proper ICT tools/applications in order to
 - o transform a destination into a “SMART” destination,
 - o give a new meaning to tourism interpretation,
 - o improve tourism sustainability and
 - o foster governance.
- To be able to think of methods and prepare strategic plans for the promotion and commercialization of these new ICT based offerings with the use of digital marketing.

4.3 LEARNING OBJECTIVES REGARDING ATTITUDES

The learning objectives of the programme at the level of attitudes, cognitive and relational capacity– *I am able to respond effectively in professional, personal and social situations* – are:

- to appreciate the ICT’s core role in creative tourism
- To adopt creative, innovative and new approaches in tourism services based on ICT.
- to adopt new ICT tools and methods that will transform the traditional way of doing business, of promoting and offering tourism services towards a more up-to-date approach as our clients/tourists demand, where the usage of ICT and new technologies are at the core for the development of creative tourism.

5. EXPECTED IMPACT ON LEARNERS AFTER COMPLETING THE COURSE

This course aims to promote ICT in tourism-based sectors by introducing E-tourism and relevant E-services and highlight the essential use of ICT for their implementation. Additionally it introduces

	the definition of Smart Destinations, Tourism Interpretation, Sustainable and Responsible Tourism and Governance and the ICT key elements for their development. Finally this course explains the power of ICT for the marketing and commercialization of tourism-based services focusing on Social Media, SEO, CRM, Web applications and Mobile Apps. The expected impact on the participants is: - Development of an understanding and appreciation of various technologies that must be implemented for E-tourism based services. - To be able to think "out of the box" in order to envision new ICT tools and technologies for the implementation of Smart Destinations, Tourism Interpretation, Sustainable Tourism and Governance. - Be able to take up on decisions for the implementation of new commercialization and marketing services for the promotion of tourism services.
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MODULE 4: GOVERNANCE AND SOCIAL PARTICIPATION IN TOURISM DESTINATIONS	
	1. INTRODUCTION AND GENERAL DESCRIPTION
	Tourism is recognized as a complicated multi-sector activity with numerous stakeholders and with diverse and often divergent goals and objectives. Achieving cooperation, collaboration and integration among government organizations, private sector companies and local population, as well as between local policy-makers and community interests represents one of the major concerns for tourism managers and for tourist areas. Governance is nowadays a key concern for management organizations at destination level, which have an increasingly comprehensive system of actors whose relational dynamics may facilitate key decision making in the management process. Governance in general refers to a variety of network concepts used for describing and analysing how policy processes are shaped, managed and organized. Nevertheless, governance can also be defined as the whole system of rights, processes and controls established internally

and externally over the management of a tourism destination with the objective of protecting the interest of stakeholders and preserving each territory heritage.

The concept of network-based destination governance describes a form of self-organization of tourism destinations, based on cooperation of the persons and companies involved, and shaped by the institutional context as well as rules of organization and code of conduct (Pechlaner 2009):

- In the context of destination planning and management of tourism destinations, governance encompasses the processes and institutions responsible for taking decisions in the field of tourism. This includes different levels of government, tourism promotion organizations, private sector enterprises, chambers of commerce, and etc.; as well as local citizens.
- In regards to these aspects, we can detect a huge social and institutional demand for participation professionals in tourism, while we are witnessing the emergence of new occupational profiles in areas such as civic participation in policy-making and development of tourism destinations.

According to this framework, this Governance and *Social Participation of Tourism Destinations* training curriculum would introduce learners the basic concepts, theories and methods used to deal with destination management from participatory approaches, encompassing the principles of good governance, civic engagement, transparency and mutual trusts.

This curriculum and the proposed training materials and tools have been designed to provide them with a general vision on social participation and governance concepts and its practical application at destination level.

The learning concept has been designed in order to be useful for both public and private sector practitioners, including a varied set of professions with the ability to influence in tourism policy making.

The training programme includes in total three Chapters with the following topics:

- **Chapter 1.** The first chapter of the programme is an introduction to social participation, good governance and empowerment in general, applied to the concept of Tourism Destination, with special attention to the recent evolution of these terms at the EU level;

MODULE 4	• Chapter 2. This chapter analyses the key role played by governance systems and social participation as strategic factors for development of tourism destinations, the arising consumption patterns (creative, sustainable, smart, responsible tourism) and how new tourism products can be designed, managed and promoted from a sound perspective –public/private cooperation, deals with Destination Management Organizations (DMOs) and their management strategies - and introduces learners to the elaboration of concept notes and proposals of Tourism Development Plans. • Chapter 3. The final chapter describes a variety of techniques and tools to promote social participation at destination level, including planning, management and development stages. It also provides a comprehensive methodological approach to Governance Strategic Planning. In conclusion, this programme offers a set of knowledge, skills and attitudes, as well as learning materials on issues such as: how to plan prepare and manage a wide variety of aspects regarding social governance of tourism destinations, as well as improving the quality of social networking and empowerment in tourist areas.
	2. TRAINING PROGRAMME
	The training programme includes in total 60 hours in three chapters (12 hours in class + 48 distance hours) as follows: - CHAPTER A: INTRODUCTION TO THE CONCEPTS OF GOVERNANCE, SOCIAL PARTICIPATION AND EMPOWERMENT OF TOURISM DESTINATIONS - 20 hours - o In-class learning 4 hours - o Distance learning 16 hours - CHAPTER B: INTELLIGENT AND RESPONSIBLE TERRITORIAL AND TOURISM MODEL ON THE BASIS OF GOVERNANCE, PARTICIPATION AND SOCIAL ENGAGEMENT - 20 hours - o In-class learning 4 hours - o Distance learning 16 hours - CHAPTER C: GOVERNANCE AND SOCIAL PARTICIPATION TOOLS AND TECHNIQUES USED IN TOURISM DESTINATION MANAGEMENT - 20 hours

MODULE 4	○ In-class learning 4 hours ○ Distance learning 16 hours
	3. GENERAL AIM OF THE COURSE
	The general objective of the course is to provide students with knowledge and skills to manage and boost social participation according to the different stages of development of a tourist destination. Through this curriculum, learners will be acquainted with definitions of the Good Governance, Social Participation and Empowerment. Further, throughout this thematic section, some methods and tools for facilitating, improving and increasing Good Governance, Social Participation and Empowerment within the framework of tourism development will be presented. When someone understands the strategic role and the complexity of governance in tourism, and has a general knowledge on the main tools to promote it at the local levels, this means that: - He/she is capable of managing human and economic resources according to an informed, cooperative development strategy. - He/she is able to promote participatory democracy in our society and to transfer different social participation methodologies and techniques used in other sectors to tourism management. - He/she is able to achieve high participation levels of locals and visitors when asking for an assessment on structural design, services provided, potential of products etc. (participatory research) - He/she is able to strengthen the bounds between local public administrations, the private sector, entrepreneurship associations, third sector, etc. while activating and invigorating participatory processes in a broader sense. To do so, the trainee will use different methods and techniques to enhance the social tissue and association networks as local development strategies to improve the positioning and competitiveness of destinations.

MODULE 4	4. OBJECTIVES OF THE TRAINING COURSE DEFINED BY KNOWLEDGE, SKILLS AND ATTITUDES
	Taking into account the definition of knowledge, skills and competences within the ERF, the experts defined competence as "a demonstrated ability to apply knowledge, skills and attitudes for achieving observable results". Consequently, the related descriptions will embed and integrate knowledge, skills and attitudes. 4.1 LEARNING OBJECTIVES REGARDING KNOWLEDGE In the context of EQF, knowledge is described as theoretical and/or factual factor. The learning objectives of the programme for the acquisition of Knowledge – <i>I learn the way that something is made</i> – are: Being aware of the importance achieved by social participation and governance in terms of economic, social, political and cultural life. - Knowledge and understanding of definitional issues of Governance, Social Participation, Empowerment, Leadership, Management and Strategy and their relations with tourism sector and local development. - Detailed knowledge of mainstream governance and empowerment theories and ethical issues connected to these theories at the EU level. - Understanding the principles of the EU tourism development model, strengths and weaknesses. - Understanding how social capital influences different ways of destination management and how local communities can be part of decision-making processes in areas such as tourist development. - To understand the main market trends in tourism (experiential, sustainable, responsible, smart travel) and ways to integrate them into a holistic destination programmes. - Knowledge on the basic aspects of Destination Management Organizations (DMOs), roles and functions. - To be aware of the European understanding of "Tourism Product Clubs" and different forms of public-private cooperation at destination level. - Knowledge about methodological tools and systems to stablish governance systems for specific tourist locations. Specific

knowledge of National regulation and laws governing tourism planning, policies and strategy development.

- Knowledge about the main elements and processes in strategic management of governance in and leadership.

4.2 LEARNING OBJECTIVES REGARDING SKILLS

In the context of EQF, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) and practical (involving manual dexterity and the use of methods, materials, tools and instruments).

The learning objectives of the programme for the acquisition of Skills – *I am able to do something* – are:

- Be able to work jointly with different parties and other economic sectors.
- Be able to promote a Total Customer Satisfaction system applicable to specific locations: customer-driven and customer-focused.
- Ability to integrate different points of view and disparity of interests caused by social diversity during consultation and decision-making processes.
- Be able to coordinate different forms of organizational relationships (both formal and non-formal cooperation networks in tourism).
- Be able to set up local cooperative networks working in local tourism.
- Be able to perform, assess and monitor the level of success of tourism governance policies implemented.
- Be able to carry out in-depth research, analysis and diagnosis of destinations and main tourism attractions (desk research, base field work, research based on primary sources)
- Be able to use different social participation methodologies and techniques in participatory research (tourist areas/region), such as presentation techniques, dynamic techniques, analysis, evaluation, individual oral techniques, and collective oral techniques.
- Be able to dissociate both the strengths and weaknesses connected to methodological choices and social participation techniques.

MODULE 4	- Be able to use ICT tools and 2.0 tools as tools that enhance social participation in tourism. - Be able to use different skills coming from Network Destination Governance: planning, personnel/training, and marketing, offering coordination, quality control and incoming. 4.3 LEARNING OBJECTIVES REGARDING ATTITUDES The learning objectives of the programme at the level of attitudes, cognitive and relational capacity– <i>I am able to respond effectively in professional, personal and social situations</i> – are: - Openness to the use of face-to face communication, public consultation and e-consultation methods in the context of destination management. - Maintain a positive and proactive attitude toward the principles behind social participation applicable to the development model of tourist locations. - Readiness to work with different social actors and information when proposing tourism development plans and strategies. - To be able to use different skills to empower people and engage them with different goals and commitments. - Be able to work hand in hand with tourism associations by providing guidance, helping to set goals and coordination measures, etc. - To be able to implement policies promoting responsive, responsible, resilient and sustainable tourism within cooperative governance systems. - To perform social research (studies and surveys) and public consultation processes aimed at improving quality levels of destination management and the degree of social commitment. - To perform an effective Customer Service approach with sensitivity. - To change their attitudes towards the difficulties of establishing cooperative networks in tourism. - Ability to cooperate and negotiate. Being able to deal with conflict of interests. - Be able to make common resources harmoniously available for parties with divergent interests.
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5. EXPECTED IMPACT ON LEARNERS AFTER COMPLETING THE COURSE

Nowadays, commitment to sustainable and competitive tourism development involves a complex process, which requires a holistic and systemic approach considering the complex and dynamic interactions of economic, environmental, cultural and social problems faced by current development models.

By completing this course, learners will be able to:

- Promote participatory democracy taking into account the specificities of tourism destinations and provide learners with methodologies and techniques to increase the level of social engagement in developing tourism areas.
- Promote the participation of citizens (visitors and local and destinations as well as economic and tourist agents) in the democratic definition of public policies in tourism,
- Strengthen relations between government and business and industry associations, full of dynamic participatory processes, decision-makers; develop and evaluate them,
- Democratize the operation and thus efficiency and effectiveness of public administrations, and enhance the social and voluntary sector as a strategy for local development and for improvement in the positioning and competitiveness of destinations.

MODULE 5:

RESPONSIBLE TOURISM: FROM CSR TO TERRITORIAL SOCIAL RESPONSIBILITY

1. INTRODUCTION AND GENERAL DESCRIPTION

The economy is advancing rapidly towards attaining greater output from its activity, where free competition is setting the standards of performance and success is a matter of survival. Therefore, companies cannot delay the incorporation of sustainable growth any longer if they are to survive in the new economic scenario after the crisis.

In this context, tourism has been put forth as a way to gain

income and provide access to market opportunities for small and medium size enterprises, especially in low- income countries. Tourist industry, fully aware of the importance of the natural surroundings for its success, can and should enter into a desirable symbiotic relationship with the environment (Ryan, 1994).

Tourism destinations are confronted with great difficulties while competing on the global, national and local levels. Although the success of a destination is determined by comparative and competitive advantages, the last one is key if we wish to assure an efficient and effective use of all resources in the destination whilst staying within the carrying capacity of the destination to keep its development on a sustainable track.

Accordingly, two major concerns for both tourism companies and tourism destinations as “competitive units of incoming tourism” are of increased importance:

a) Sustainable tourism and responsible tourism

Sustainable tourism is a recent concept used to reflect the need for a comprehensive analysis and management of tourism both as business and experience

The United Nations World Tourism Organization (UNWTO) defines sustainable tourism development as the type of tourism, which requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them. It implies visiting a place as a tourist and trying to make only a positive impact on the environment, society and economy.

There is now broad consensus that tourism development

should be sustainable; however, the question of how to achieve this remains a subject of debate.

On the other hand, responsible tourism is about making “better places for people to live, and better places for people to visit” – the order of these two aspirations is critical. The characteristics of RT as defined in the Cape Town Declaration are very generic; it is for destinations and enterprises to determine their priorities in the light of the environmental and socio-cultural characteristics of the destination. Diversity, transparency and respect are core values.

Responsible Tourism and Sustainable Tourism have a common goal: developing tourism in a sustainable way and ensuring that development brings a positive experience for local people, tourism companies and the tourists themselves.

All these concepts are intimately connected to those of “Corporate Social Responsibility” and in the end, to a Territorial Social Responsibility cross-sector vision.

b) The role of Corporate Social Responsibility in the development of Sustainable Tourism

The European Union, in the Green Book of Social Responsibility for Companies, defines CSR as a “the voluntary integration by companies of the social and environmental worries in their commercial operations and their relations with their contact-speakers (European Union, 2001). The company has not only the responsibility of generating economic wealth, but also to act with a responsible behaviour. Thus, social aspects are inseparable from the economic aspects and are associated with improvements in entrepreneurial competitiveness, and in corporate reputation.

CSR is a concept whereby companies integrate social and environmental concerns in their business strategy, and is considered a way of approaching business where companies are aware that sustainable business success and shareholder value cannot be achieved solely by maximizing short-term profits, but instead through market-oriented responsible behaviour.

In this context, most industries are developing corporate social responsibility (CSR) standards and practices in response to external pressure. In tourism, however, the use of codes of conduct and certification is not widespread and is not yet based upon agreed international standards.

The tourism industry must take account of the logics of local action, models and processes of development, as well as dimensions of local development, reflecting upon local issues when formulating a diagnosis and creating local and regional tourist development strategies.

Tourism industries often create negative impacts on the environment, society, culture, and sometimes even on the economy. However, few countries are using economic, regulatory or institutional policy instruments for tourism management.

Taking all this into account, the first step to take will be to examine the context in which sustainable tourism operates. This includes assessing demand and the numerous certification schemes, codes of conduct and best practices within the industry. Both tourism managers at the administrative level and directors of private companies need to be aware of the importance and the specific potentials of CSR within the sector and at destination scale.

Nowadays, tourism destinations are called to tackle social, cultural, economic and environmental key challenges. Being able to measure effectively their sustainable performances has become essential.

This Learning Area is supporting the need to keep tourism pressures in check, address existing impacts and extend the planning horizon to create more sustainable development in the longer term. To achieve this, it stresses the importance of a form of corporate self-regulation integrated into a business model. CSR policy functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards and

international norms:

For these and other reasons, more and more companies and organizations are considering adopting Corporate Social Responsibility in the hard core of their business. Increasingly, in the new global context and current market economy, legitimacy to be able to operate has to be granted by all those agents or interest groups with which the organization is associated, also called stakeholders.

The training programme includes in total three chapters. Each one is aimed at providing a combination of theoretical knowledge and practical skills to develop professional competencies in CSR in tourism companies and sustainable management at destination level:

- **Chapter A. Introduction to Corporate Social Responsibility. Theoretical foundations and social, economic and environmental implications of the tourism industry**

The main aim of this introductory chapter is to understand the importance of implementing the concept of Corporate Social Responsibility in tourism. In order to do so, this Chapter clarifies the concept of CSR in general, based on its key features (Triple bottom line approach):

- Economic- to make profit
- Social- sensitivity and respect towards different and changing social and cultural norms and values. The term “Social” may include stakeholders and the voluntary sector.
- Environmental- to respect the environment and to care for constant improvement in how it is managed.

The chapter also explores the evolution of the concept and related terms (shared value, triple bottom line, competitive advantage, social sustainability, etc.) explaining their real meaning.

- **Chapter B. From Corporate Social Responsibility in Tourism to Responsible Tourism Destinations**

MODULE 5	This Chapter deepens into the weaknesses of the current model of development and new emerging alternatives to the post-Fordist model, focusing on the role of the tourism sector. These “alternative models” have in common they can be addressed to governments, travel industry, communities and tourists alike, it aims to help maximize the sector’s benefits while minimizing its potentially negative impact on the environment, cultural heritage and societies across the globe. • Chapter C. Corporate Social Responsibility: Certifications, codes of conduct and guidelines. Application within the tourism sector Throughout this Chapter, learners will gain knowledge on the development of national and European certification schemes in the frame of building up “responsible tourism destinations”. Different codes of conduct and specific guidelines and methodologies will be presented in the first part of the Chapter. The second part of the Chapter deepens into specific CSR reporting tools.
2. TRAINING PROGRAMME	
The training programme includes in total 60 hours in three chapters (12 hours in class + 48 distance hours) as follows: • CHAPTER A: INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY. THEORETICAL FOUNDATIONS. SOCIAL, ECONOMIC, AND ENVIRONMENTAL CHALLENGES AT TOURIST SECTOR/DESTINATION LEVEL - 20 hours ○ In-class learning 4 hours ○ Distance learning 16 hours • CHAPTER B: FROM CORPORATE SOCIAL RESPONSIBILITY IN TOURISM TO RESPONSIBLE TOURISM DESTINATIONS - 20 hours ○ In-class learning 4 hours ○ Distance learning 16 hours	

MODULE 5	• CHAPTER C: CORPORATE SOCIAL RESPONSIBILITY: CERTIFICATIONS, CODES OF CONDUCT AND GUIDELINES. APPLICATION WITHIN THE TOURISM SECTOR - 20 hours ○ In-class learning 4 hours ○ Distance learning 16 hours
	3. GENERAL AIM OF THE COURSE
	The general objective of the course is to provide students with general knowledge on Corporate Social Responsibility (principles and practices), and skills to implement responsible corporate strategies at two stepped levels: firstly, by setting the basis of CSR at the heart of tourism companies, and progressively extend the principles of CSR to all the sectors concerned in tourism destinations. Tourism is lagging behind other industries in assuming a responsibility to mitigate its environmental and social impacts. One of the goals of destination managers and professionals in tourism development is to contribute to achieving a more sustainable, responsible and participative approach to tourism destination management by undertaking voluntary schemes based on Territorial Social Responsibility. European Destination managers should be able to work within an integrated framework of corporate social responsibility, responsiveness, and citizenship in specific tourism locations. On the other hand, tourism developers should appreciate responsible tourism as an agent of sustainable and socially conscious development of their working places. One of the cross-sectional aims of this Training Curriculum and proposed training materials is also to bring to life the principles of sustainability, fairness and solidarity in the tourism field, by promoting the exchange of good practices, experience and knowledge among its members at the EU level (through cooperation among participating countries). The ultimate goal is to broaden the perspective from that of a single company interacting with its own stakeholders in relation to specific social and environmental impacts, to that of a network of organizations with different aims and natures, collaborating on relevant sustainability issues. More specifically, the aims of the course are: - Identification of the degree of consideration and development of the CSR by the tourist sector and the linked administrations.

MODULE 5	- Stimulate new mind sets in key tourism promoters, focusing on the role played by tourism regarding the social and spatial dialectic that gives meaning to the places. - To make learners to rethink the “corporate social responsibility” concept, its main advantages and constraints, and formulate new ways to applied the knowledge to the tourism sphere. - To promote Territorial Social Responsibility as a way to achieve more. The specific aims are: - To provide a basis of theoretical knowledge of Corporate Social Responsibility through an historic revision of the evolution of the concept, as well as linking words such as: sustainability, social responsibility, triple bottom line, ethical values, and socially responsible territories. - To introduce the students in the development and transference of these concepts to the tourism sector. - To set the place of tourism in socially responsible tourism destinations. - To gather the tools that the tourist sector has to apply CSR strategies and assess their level of performance (by using systematic indicators) at two levels: industry and destination as a whole. - To provide a picture of the status of implementation of the most successful regulation instruments linked to the sustainability and social responsibility at international and European levels: The curriculum aims to provide an approach to the implementation of social responsibility in the tourism sector and the emerging role of TSR in the context of tourism destinations. One of the main desired learning outcomes of these materials is that learners will be able to recognize the emergence of Corporate Social Responsibility for Sustainable Development of Tourism and the existing links between sustainable tourism development and corporate social responsibility in a wider context (affecting all spheres of tourism destinations, as complex and dynamic territories).
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4. OBJECTIVES OF THE TRAINING COURSE DEFINED BY KNOWLEDGE, SKILLS AND ATTITUDES

Taking into account the definition of knowledge, skills and competences within the ERF, the experts defined competence as "a demonstrated ability to apply knowledge, skills and attitudes for achieving observable results". Consequently, the related descriptions will embed and integrate knowledge, skills and attitudes.

4.1 LEARNING OBJECTIVES REGARDING KNOWLEDGE

In the context of EQF, knowledge is described as theoretical and/or factual factor. The learning objectives of the programme for the acquisition of Knowledge *-I learn the way that something is made -* are:

- Awareness of the drivers pushing business towards Corporate Social Responsibility.
- Knowledge on the view that Corporate Social Responsibility refers to corporate activities, highlighting the need for companies, especially in sectors like tourism, to contribute to the improvement of society and the environment.
- Clear overview of the relations between CSR, sustainability and ethical concerns.
- Understanding the relational aspects between a company or organization and the social environment in which it operates
- Identification of CSR as a phenomenon of business management where a company should take an active, participatory and proactive attitude.
- Awareness of the relevance achieved by Corporate Social Responsibility in terms of economic, social, political and cultural life.
- Knowledge of the political frameworks in the European Union for sustainable tourism and CSR.
- Understanding different theoretical approaches to sustainable and responsible development united in a common pillar of Social Responsibility..
- Identification of innovative ideas of development theories and holistic approaches to economic thinking, and their performance indicators: Economy for the Common Good, Agenda 21, Territorial Social Responsibility Plans.

MODULE 5	- Knowledge on methodological tools and certification systems according to the different dimensions of Corporate Social Responsibility (Quality management, environment, ethical management). - Specific knowledge regarding ISO 26000 certification and other CSR assessment systems and reporting tools used by tourism companies and tourism destinations. 4.2 LEARNING OBJECTIVES REGARDING SKILLS The learning objectives of the programme for the acquisition of Skills – <i>I am able to do something</i> – are: - Be able to identify the mains aspects, indicators and practices characterizing the concepts of Corporate Social Responsibility and of Territorial Social Responsibility. - Be able to implement, promote or take part into a “multi-stakeholder approach” as a driver toward local sustainable development in tourism destinations. - Be able to establish the relations between local governance, private businesses roles and responsibilities, and public policy-making in tourism destinations. - Be able to formulate sound CSR and sustainability practices to help tourism-based companies achieving long-term value for shareholders and other stakeholders. - Be able to internalize, and if possible, to improve, the commitment to Sustainable and Responsible Development of tourism-based companies, and of all the relevant actors in tourism destinations as an ultimate goal. - Ability to integrate different points of view and disparity of interests caused by social diversity. - Be able to coordinate different forms of organizational relationships (both formal and non-formal) and cooperation networks in tourism. - Be able to use feasible instruments to define, launch and measure the results of implementing CSR strategies in local tourism environments. - Be able to use different measurement indicators and CSR guidelines in the context of destination planning and management.
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MODULE 5	4.3 LEARNING OBJECTIVES REGARDING ATTITUDES The learning objectives are: - Willingness to incorporate social and environmental concerns in business operations and relations with stakeholders. - Showing a positive and proactive attitude toward the principles behind Corporate Social Responsibility applicable to the development model of tourist locations. - Acknowledgement of the territorial component of sustainable development and the importance of territorial resources in the context of destination management. - Readiness to work with different social actors and information when proposing tourism development plans and strategies. - Readiness to use complementary CSR guides, instruments and developmental recommendations, since in many instances, they are closely related. - To be able to implement policies that promote responsive, responsible, resilient and sustainable tourism within holistic, responsible management systems based on TSR governance systems.
	5. EXPECTED IMPACT ON LEARNERS AFTER COMPLETING THE COURSE
	Nowadays, commitment to sustainable and competitive tourism development involves a complex process, which requires a holistic and systemic approach considering the complex and dynamic interactions of economic, environmental, cultural and social problems faced by current development models. By completing this course, learners will be able to: - Be more proactive towards the implementation of CSR strategies for the tourism sector at the local and regional levels. - Write their own CSR agenda and to comply, if possible, with cross-sector Territorial Social Responsibility strategies. - Identify the environmental impacts, methods to monitor them and actions to alleviate them. - Identify and incorporate the management of environmental, social and cultural issues and consequences related to a tourism business.

	- Ensure that risks to the environment, heritage and social dimension are identified and minimized in the context of the company or the destination. - Promote TSR strategies in the context of tourism destinations.
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