



Listen to the Voice of Villages



LISTEN TO THE VOICE OF VILLAGES WORKSHOP

Sustainable tourism practices for the development of marginal regions

Trento, Faculty of Economics, June 11th 2010

PAOLO GRIGOLLI:

We start now with the first working session of this intense day. I would like to thank all the people who have registered to this working meeting and are here today. This morning we will share practices and experiences relating to what is happening within the Listen project, a European Union project. Professor Paolo Collini, Dean of Faculty of Economics, will now welcoming us. During the first session we will listen also to Mr Paolo Nicoletti, general manager of the Division for Tourism, Commerce and Internationalisation of the Autonomous Province of Trento.

PAOLO COLLINI

Thank you for taking part in this important event with our Faculty. The subject is obviously at the centre of the agenda of all those who work in the tourism sector and deal with sustainability. It is a very important subject, that is why it should be carefully tackled. In any economic activity we face the issue of environmental sustainability as well as the issue of the resources, and we are aware that the resources we are using are not endless.

Tourist demand is largely influenced by the environmental context and it is strictly linked to natural environment. Consequently, the protection of the environment is of primary importance.

In general, in an economic activity we should not only carefully use the resources, but we also need to create a tourist product being consistent with a sustainable approach. This is a very important issue and dealing with it cannot be further postponed. We all know the figures and we all know how rapidly the natural environment is changing.



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I am very delighted that the research group of the Faculty, being part of a network with other national and international groups, is tackling such an important economic issue especially when the focus is on tourism. I would like to warmly thank all those who work in this field. On behalf of the Faculty of Economics I would like to say that we are glad to have a key role within the national and international debate related to these issues. I wish you a profitable work. Many thanks also to the organisers of this event.

PAOLO GRIGOLLI:

Thanks to Professor Paolo Collini who has introduced the most significant topic of the day, the relation between tourism and environment. Following the schedule, I give now the floor to Mr Paolo Nicoletti, manager of the Division for Tourism and Internationalisation of the Autonomous Province of Trento.

PAOLO NICOLETTI:

Good morning to all of you. The Dean Paolo Collini has talked about a very important and central topic and I can only confirm what he has said. I believe that this important event gives us the opportunity to confirm how strongly and concretely the Autonomous Province of Trento is committed in dealing with this topic and in boosting the tourism sector, which is steadily becoming more and more important for the economy of the Province.

I often recall the content of a strategic planning document of the Autonomous Province of Trento, namely the Province Development Plan. It stated that tourism is a real territorial specialisation chain for our region and an economic sector that is more and more precisely and concretely entrenched and developed. It is a sector that is increasingly contributing to the creation of provincial wealth. In this regard, it is not strange that visitors look at our territory with great interest.

Our small territory covers less than 2% of Italy's land area and our population is slightly more than half a million, but we have 30 million visitors each year, with no significant differences in terms of frequency between wintertime and summertime. Therefore, we are fully entitled to be part of the international competition, but at the



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same time we are fully aware that, as a mountainous region, we have to face problems and critical situations. For this reason we have to balance the needs of residents and the needs of tourists in order to avoid anti-tourism phenomena, which are rare and are not a problem now, but they could become problematic in the future. We also have to balance the relationship between the development of this sector and of the overall economic system, and the characteristics of our territory. It is small and strongly authorized, but it is fragile and needs to be protected.

Since it is small, mountainous and fragile all initiatives are focused on the need to pursue policies to develop a sustainable tourism that respects our environment. All projects and general plans implemented by the Provincial Government in this sector, which has social and economic implications, are shaped in accordance with this need.

I would like to underline that yesterday the Council of the Autonomous Province of Trento – we have legislative autonomy and therefore we can legislate on the development of our territory – passed an important bill which adapts and strengthens the organization for the promotion of tourism in the Province of Trento. It is an organization that is widely appreciated and regarded by many as a positive experience in terms of complementary and integrated commitment by both public and private stakeholders.

Through a public company for the promotion of the territory, which is directed and coordinated by the Autonomous Province of Trento, public stakeholders address to and work together with those stakeholders in the territory who promote tourism, with a business perspective and a market-oriented approach. Their main activities are creating products, which is very demanding, and marketing them.

Against this background, what makes this collaboration so fascinating is the aim of balancing the need to develop such an important economic sector and the need to protect the territory.

Since in our small and strongly anthropized territory such values cohabit, although they sometimes seem to be conflicting, the UNESCO has added large parts of it to the World Heritage List. This means that we and our neighbours, such as the Province of Bolzano and the Veneto Region, are able to find that balance not only in words but also in deeds.



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It is with these premises and this way of thinking about the economic policy that we can be confident for the future development of this important sector in the Province of Trento. I believe that this can be a very important occasion to confirm once again that sustainable tourism could and should increasingly boost the development of rural areas and, generally speaking, of mountainous territories. The presence today of many outstanding speakers will make this process easier. I wish you a profitable work and thank you all.

PAOLO GRIGOLLI:

Thanks to Mr Paolo Nicoletti who has highlighted at least three elements we are going to debate today: the issue of governance, the issue of the creation of the product and the issue of the Listen project. The first one is a cross-sectoral issue and I would like to thank President Sergio Bettotti for being here. This project was born in his department, with the support of the EU projects section which is represented here by Ms Nicoletta Clauser.

SERGIO BETTOTTI:

I would also like to thank the organisers of and the participants to this meeting and say that I agree with my colleagues. Let me start by talking about something I heard last night that impressed me and which I had never thought of before. I refer to that further road network that there is in Trentino, the network of paths.

As has already been mentioned, many people visit us in summertime. In Trentino there are 5047 km of paths. If we consider that in the light of the figures Mr Nicoletti has just presented, we realize that it is a wide web. And since 15 million people visit Trentino in summertime, that means we have 3,000 people for each kilometre of path. On average every day 50 to 60 people walk each of these kilometres. To regulate this tourist flow we should probably install road signs and roundabouts even in these paths. Although our territory is small if compared to national and territorial wider contexts, these figures show how important is tourism for our Province.



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The most valuable element of this project is that tourism is already regarded as part of our productive social system and I am honoured to represent here a project which is based on such idea. I have not been here for long and, therefore, I have worked at it for the last few months.

Despite its peculiarities, it is interesting to note that Trentino works at this project in conjunction with nine other partners at European level. The web I mentioned earlier is therefore widening, because it implies a web of agreements among several European regions whose aim is to put forward their planning initiatives in the European context.

The issues of this project are really important. Facing the issues of territorial cohesion, local integration and competitiveness is of primary importance. Those who have to carry out this project, make it concrete and demonstrate that it can achieve the intended results have to give strength to the abovementioned concepts showing that they are not hollow words. Highly remarkable results can arise from concrete projects.

Let me state again how valuable are the goals of this project. First of all, we talk about cooperation among different regions of the EU with different cultures and a common will to exchange views within a project.

Secondly, we need to find new tools: a project is not a world made of words where people try to plough a field they already know how to plough. This means that in my opinion we should focus on those areas where tourism faces major difficulties and try to find new stimuli and new tools to attract tourist flows there.

Thirdly, the territory will be more and more involved. Not only will the actors of the European regions be involved, but local actors will be involved as well. And they should not see themselves as less important than other actors, because they are all part of the same system and share the aim of promoting and supporting not only a project but also a tourist system.

The advantages of this approach are many. I think that the possibility to find new solutions offers an important vision of the future: something new and different can be done. This project gives another opportunity: it allows us to get funding and to take measures to cope with the present global financial crisis which is generating



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austere financial policies in many member States. I believe that allocating financial resources to those sectors where something new can be done is a very important factor: since allocating funds on successful sectors is less risky these sectors are the ones which are more easily affected by cuts. But thanks to this project, those areas that today would not attract investments can have financial resources available for experimenting with new solutions.

There is then a social element: it creates a networking culture. I have already talked about networks at local level, networks among regions. Today globalization leads us towards a new social system, with tools that are playing an important role in the Web. We are facing a total globalization and tourism is very dependent on signals crossing the world. This is an aspect of primary importance.

I work in the IT field and there is a figure that has impressed me: in less than eight months the tool that probably all of you know and use, Facebook, has experienced an exponential growth, going from 8,000 to almost 1 million users. Tourist products should definitely be present in this social network, because new technologies can be very useful in promoting the tourism sector.

The last issue I would like to talk about is the primary role the European Union plays in promoting social innovation: within the European Union the future of structural funds is now being debated. We still do not know if structural funds will be available in the EU after 2013 and if there will be initiatives like this one. Therefore, our project has an even bigger task: it can demonstrate that its goals can be effectively achieved. Demonstrating it is the best way to tell decision makers that regional cohesion policies for local initiatives, with the participation of Regions, should exist and have value. They cannot be removed only for business reasons or through a central decision. The future of structural funds should be carefully addressed and if they must really be removed, it is convenient to find another context where to position them, so that the results that can be obtained through them are granted. It is not important whether they keep being called structural funds or not. What is important is that the results achieved through the efforts and the resources of the Regions are maintained over time.



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Let me conclude by saying that this is an additional and unwritten aim of the project that should be shared by all partners, whose task is to monitor the results achieved during the different steps of the project. This is something useful not only for the project itself, but also for the very structural funds' system which after 2013 might be removed, as it emerges from today's debate.

I leave now the floor to the next speakers for their valuable interventions. I wish you a profitable work.

PAOLO GRIGOLLI:

I would like to thank Mr Sergio Bettotti for highlighting two issues: the first one concerning the meaning of the project, illustrating some working methods; the second is our responsibility to do our best to find out new ideas for future projects in terms of how to work and how to research.

Concerning the present project, let me remind you that there are more than 30 people with us today who are working with us. Some of them come from Trentino and we are working together on the idea of a development of tourism in what we call 'minor' territories. I want to thank all the people coming from the Chiese Valley, from Tesino-Vanoi and from the Mòcheni Valley. There is also a large number of partners of the project coming from Germany, Austria, Poland, the Czech Republic, Slovenia and Piemonte. We can therefore count on several different experiences. I would like to spend a few words on this aspect. Today we conclude some very interesting experiences we have made the previous days in the areas of Chiese Valley, Tesino-Vanoi and Mòcheni.

We have tried to build experiences on the field. Our aims were to give to the territory the possibility to host a European delegation and, through this experience which is an idea by *Educational*, to start building a first embryonic stage of a territorial project. It could acquire more and more importance even at the tourist level, respecting the two main pillars of this project: sustainability and cultural respect. There is one thing we have realized visiting some of these areas: something is changing. We cannot forget what the situation was from 1989 on in central and eastern European countries, where this project is being carried out. Let's think about



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the problematic relationship between Slovenia and neighbouring countries. The political and social situation is changing at an impressive pace, which is not the same pace as the one of the tourism market.

This is an aspect we should carefully focus on. For example, at the border between Germany and the Czech Republic we have been hosted in former barracks of the DDR which have been now turned into a hotel. This is one of the many extraordinary signals of what has been happening for the last 20 years.

When we work in these areas we can share our great experience with locals and there is, therefore, the possibility to illustrate some issues regarding the culture of a place, the creation of a tourism product and the way to embed certain values in a tourism product. However, we have to respect those situations resulting from the extraordinary changes that have taken place during the years that are not the result of a transformation of a cultural element into a tourism product. These changes are much more significant and profound, affecting the way we live in Europe today.

Another strong value of this project is that it gives us the possibility to listen to the others: we can listen to the stories of those who have lived those changes as they occurred during the last twenty years. Consequently, there is no doubt that the results Umberto Marini will now present on the issue of governance are correlated to the hypotheses explored by the University of Trento over the entire Alpine chain, including Trentino. As far as study and research methods are concerned these research hypotheses can be applied to other territories as well.

It stands to reason that we have to find out how certain models must be implemented or how certain cultural systems or political and cultural processes can find their own hypothesis of development within a so-called Destination Management Organization.

This model is something we finalised only recently since it was first originated in Switzerland in the 1990s and then it has been spread to Austria and Trentino-Alto Adige. And for us it could be a very important model for the management of a destination or to introduce a product in the market. And it is with this target in mind that we should figure out whether this model can be applied also to the Czech Republic, Slovenia and other regions.

This is an important issue which requires constant research. Paolo Nicoletti has said that a bill reforming the tourism sector in Trentino was approved yesterday. The issue of governance is constantly monitored and we should always try and understand what are the solutions that best suit our needs. This is another issue the Listen project is dealing with and it is strictly related to the territory.

This first remark gives me the opportunity to introduce Professor Umberto Martini who has strongly committed himself to the Listen project, together with professor Mariangela Franch and other colleagues. He will give us an overview of what resulted from the project in terms of governance.

UMBERTO MARTINI:

Good morning. I would like to present you some conclusions on the issue of governance, with a view to a sustainable approach to tourism.

Since it is a much debated issue both at national and international level, I would like to focus my attention on some specific aspects. But first of all, I want to make it clear that I am only the spokesperson of this speech because what I am going to tell you is not my personal thought but is the result of the work of a group of research which has been working on this issue for years. Therefore, I will illustrate some issues we have largely debated within our group.

Paolo Grigolli has already mentioned some of our colleagues and I want to highlight that we are working closely with our coordinator, Professor Mariangela Franch, as well as with a very strong and cohesive working team.

Lastly, I would like to thank for her contribution. We have worked hard to design a national research project concerning the issue of project management for sustainability. What I am going to tell you is, therefore, the result of the work of all the members of our group.

Having said that, I would like to introduce two key questions that should be regarded as the basis for my speech. The first one may seem a provocative question: does sustainability make a destination more competitive? or is it a limit to the competitiveness of a destination? The latter is, often unofficially, the idea of many who believe that a sustainable approach imposes limits, constrains and bans to some



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practices, thus hampering the development of an area. The first key issue to deal with is therefore the following dichotomy: sustainability-competitiveness.

The second question concerns the market: is tourism demand interested in those tourism products which are in line with the principles of sustainability? Are tourists, at international level, interested or willing to prefer sustainable tourism destinations? We thought that this is another issue that needed to be addressed as well.

And there is now a third question resulting from the first two: what tourist product is more consistent with the recent tendencies of the international tourism demand?

Finally a last point that is more related to the issue of governance and territory management. We will point out that a widespread idea in international literature is that if there is not strong governance at local institutions level, territories can hardly reach sustainable thresholds. This is just a hypothesis and therefore we will try to focus on this point to understand why that happens.

Let me start talking about the first issue: the dichotomy between sustainability and competitiveness. First of all I would like to stress that we consider sustainability as the World Tourism Organization does: we regard it as an approach to tourism and not as a specific segment of tourism demand or supply. We believe that a sustainable approach should be the general approach to tourism, and we are in line with the World Tourism Organization.

There is a widespread belief in the scientific literature that sustainability is a value *per se* and should connote any tourist product. In fact, we regard sustainability as a condition rather than as a limit for the development and the competitiveness of a destination. We should keep in mind at least two of the pillars of sustainability. You will surely know the three pillars of sustainability: economic, social and environmental. The economic one is the most debated pillar and the focus is often on turnovers generated by tourists, on number of tourists and on economic revenues. But let me deal with the other two pillars: when the sustainability principle is violated the natural environment is undermined, as well as landscapes and natural resources. As a consequence also competitiveness is undermined. Moreover, we often

forget the other pillar, namely social cohesion. When sustainability principles are violated as a result of anthropic burden in an area where people live and work, key patterns are broken, thus generating a sort of aversion towards tourism in the middle and long term. These phenomena are called “anti-tourism”, but there are also weaker forms which are equally important.

We can now state that, if tourism offer remains sustainable, social actors working in the territory are more likely keen to and can easily be involved in the so-called *bottom-up* processes.

We know that the involvement of local actors in development processes could be difficult. Imagine how difficult would it be, if local actors had a negative vision of tourism because they consider it as a threat to the community. This is the reason why it is extremely important to take into account endogenous development patterns of tourism. We clearly refer to these patterns. Particularly, the *Listen* project, far from willing to imply the intervention of external financial backers or big international corporations, aims at exemplifying a bottom-up approach increasing the value of local resources.

If we bear in mind the above mentioned remarks as well as the opportunity to increase quality of tourism supply in terms of sustainability, it becomes clear why we argue that sustainability does not limit competitiveness at all. This view is in line even with what the recent international tourism demand is requiring to destinations. Our research activities take advantage also from international studies, among which is an important research dated 2009 tracing a sort of map of trends of international tourism. This map reflects once more some trends which, in my opinion, are in line with what we are arguing. Particularly, it reflects a strong awareness of social and environmental issues at an international level.

I would like to draw your attention firstly to the concept of awareness, which is not a trivial matter merely concerning tourism consumption. It involves the idea that the respect of the environment and of social balances has become part of the cultural values of a person, who, as a tourist, will respect the environment and the local community. According to international research this awareness is a reality.



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Secondly, let me underline an issue which is more closely linked to tourism consumption: the wish of tourists to have a direct knowledge of people and places, rather than learning something through other peoples' experience. This is what experts call "self employment": an alternative to the package tour or to amusement parks, where tourism is filtered through the bias of a third person. I think these are all trends, which prove a balance between the sustainability approach and the so-called postmodern approach, implying an evolution of society.

At an international level, tourists wish two things: authentic experiences and the opportunity to learn something. This leads to a profound and smart contact with the territory, which is far from being superficial. As we are here as researchers we must make the point that we are perfectly aware that these trends are not applicable to the total tourism demand, that maybe conventional tourism patterns are still the major trends today. I am thinking about holiday villages, cruises and package tours whose organizational principles are different from the ones of sustainable tourism. Indeed, we are interested in the future and in a somewhat different perspective, and this view is shared by a large quantity of people: sustainable tourism is not a niche tourism. The "long tail" phenomenon, a commonly used marketing expression, could be used in tourism marketing as well, particularly in tourism offer.

Our research group recently outlined a reference framework for what we have called the "4L tourism" as opposed to the better known "4S tourism". This "4L tourism" stresses the features I mentioned above. When we talk about *Landscape*, my colleagues here in the hall know very well that the subject of cultural landscape is much discussed at the international level. It involves the idea that the meaning of cultural landscape coexists with the idea of natural landscape. Much is being done at the international level, especially within the city management, to strengthen this meaning of cultural and architectural landscape, which highly involves tourism demand.

With regard to the dimension of *Leisure*, we clearly want to refer to good time, to spare time, as factors affecting the *4L tourism*, which must be absolutely associated neither with sadness nor with seriousness. On the contrary the *4L tourism* answers to



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the tourists' need for an authentic experience which is more profound than superficial fun and which represents a large demand at the international level.

We already focused on the meaning of *Learning*. People want to learn through fun: this is the main concept. The traditional view of museums or guided tours aiming at illustrating geological, cultural or wine and food aspects of a destination can change completely! This is what the tourism demand long tail phenomenon implies. When tourists taste food, wine or other local products of a place, and their experience has been well planned, they really learn something of the place.

Finally we now talk about the fourth L, which responds to a need for limiting the consumption of the landscape, also intended as cultural landscape. We must remember that culture, as well as landscape, can be damaged.

In our opinion our point is in line with the sustainability approach defined by the World Tourism Organization. In addition, it identifies some tourist motivations that can constitute the basis for the creation of a specific tourism offer.

Further, the moment has come to face an important issue, that of management, that is the government of the territories. To this end, I would like to mention a sentence which I borrowed from technical literature: sustainable tourism must be managed. The impact of tourism on local communities and, more in general, on local governments must be considered within the frame of government actions, so as to avoid the rise of patterns of uncontrolled and unsustainable development

With "management" we obviously intend to make reference to a local government which gives attention to the strategic planning. This government should therefore aim to set specific objectives and to point out the key roles being played by social actors, as well as to define the various responsibilities, rather than being red taped, or under the central control of a State or of a regional government. As a result of this, any danger of damaging resources in the longer term and any negative impact on the community in terms of loss of attractiveness for tourists could be avoided.

With the project Listen we are launching mainly emerging destinations trying to attract tourists. Usually when people do the launch of a destination, they often look at already well-known destinations with a kind of envy. People forget that well-known destinations are experiencing a crisis caused by the incapacity to control

development models. This incapacity led to non sustainable situations and made these destinations weaker in the international competition.

In order to explain the concept of governance, it is important to underline the relationship between tourism development and governance control. Governance control means to design mechanisms through which local stakeholders are involved in development processes and take common actions, share initiatives and ideas towards precise goals. Involving local stakeholders is one of the main activity everyone considers vital. Everybody is talking about that. It is about being able to involve, boost and manage relationships from the inside.

We know that a bottom-up process is something challenging because many times people have difficulties in reaching an agreement. Difficulties often arise when the involved stakeholders are many while it would be preferable to take decisions with a smaller number of stakeholders so that everyone agrees with the project leader's opinion. This is a kind of contradiction: we state the importance of bottom-up process and then we complain about a lack of leadership. The solution is to find a way to link involvement and participation processes with leadership processes. This is the biggest challenge for people working in the research sector, as we do, whose first challenge is to find a methodology.

In this respect public administrations and local authorities play an important role. They have to follow attentively some decisions about the use of public resources and the management of public goods by local and national bodies, according to the scale of the destination. That is why we keep saying that the interaction between public and private sector is a key element in this process.

As far as the so called "community destinations" are concerned many stakeholders are involved. Often these destinations are very small and all the stakeholders must be involved. In this case we should consider several aspects. We have some resources, some shared activities and the problem of power owning. Obviously power on decisions and behaviours is not equally distributed among the different stakeholders, so power sharing becomes a crucial issue, just like the issue of trust. Trust has an economic value because without trust in an territory stakeholders do not easily cooperate. We all know how frequently it happens that in an area

different factions, subgroups and sub-aggregations have great inside trust but great outside mistrust. For those who manage participation processes this is a very complex issue. This is a challenge inside bottom-up processes, but it is something we can solve.

There is another important keyword: relationship. It is the relationship created among these various stakeholders, especially when they act together as a group. Experts in the field know that this could be a good solution to the problem.

Which goal do we have? Our goal is to take decisions. The decision-taking process is effective if it actually leads to a decision. We know that there is a risk inside participative models. They might be good for long discussions and mutual sharing, but in the end very few or no decisions are taken. This is a great risk. So if we want an effective and efficient model, we need something facilitating negotiations and consequently decisions. When we talk about decision taking in business, we mean that these decisions will have effective influence and will produce consistent behaviours among the different stakeholders which took part to the decision-making process. One should not only consider the decision-making process but also the consequences of a decision, because these can affect impacts on one side and destination competitiveness on the other.

Among the available data we have read we found a model developed by Weaver and published a few years ago in a special issue of the magazine "Tourism Management". Weaver's work explains the above mentioned problem and gives possible solutions. His model is interesting for many reasons. It enables us to make a connection between tourism intensity, that is the number of tourists in a given territory, and regulation, that is the capacity of local stakeholders and of local authorities in particular to set out rules which are in line with strategic planning.

We believe that regulation is low when local stakeholders act without coordination. In this case there is a lot of independent action in a context where mutual trust and cooperation are low and power is shared according to internal competition. Conversely, when regulation increases it automatically implies destination governance and destination management, which are deeply linked to high regulation.

Let me point out something: regulation does not mean having laws and norms making the system work with more bureaucracy. It means having a common strategy among actors using a business language instead of a legal one. This is the meaning of the term “regulation”.

In our opinion Weaver’s model is interesting because it gives the possibility to cluster different situations, showing a connection between regulation and intensity. Furthermore it shows various ideal destinations to start a long discussion with. For example Weaver makes use of a kind of oxymoron when he talks about “sustainable mass-tourism”. The word “sustainable” and the word “mass” used together have a great impact. One could even see it as a denial and it is surely a point for further discussion. I personally see it as an interesting interpretation of facts.

I think that the projects we are carrying out at European level within the Listen project can be classified as low-intense projects in terms of tourism flows. These are projects of alternative tourism or circumstantial tourism. I think in the projects we are dealing with there is no possibility for mass tourism. Therefore I believe that for us the problem of balancing mass and sustainability does not exist. Nevertheless the model gives us a wider view of various aspects of the problem and can be interesting for managing dynamics, flows, processes and developments.

I think this is the most important part we should concentrate on: managing a process and supporting the development of a territory. Let me underline once again what others before me already pointed out. Local bodies and universities play a crucial role in this respect since we are talking about a research project. In this process the support of neutral research bodies without any interest for entering the trust & power mechanism that there is at a local level can be of outstanding importance. They can boost these development processes and convince local stakeholders to be cooperative by facilitating relationships on one side and by enhancing mutual trust on the other. Every time we increase the level of trust, as I said before, we also increase people’s will to cooperate and to make shared decisions. This is the strategy we decided to follow and we believe a lot of research needs to be done in this sector. I thank you so much for your attention.



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PAOLO GRIGOLLI:

Umberto Martini has pointed out very clearly some meaningful aspects related to tourism development. He raised an issue which I believe is crucial for the work we are doing within the Listen project: tourism is evolving from the concept of “attraction” – people go to a place for the Coliseum, for the Big Ben, for the Eiffel Tower – to the concept of “destination” – they go to a territory which is equipped to receive tourists, with a view to the more evolved concept of “motivation linked to experience”.

This is strictly related to our Listen project because we work in a territory without so many tourist attractions, infrastructures or typical beautiful places we can see on postcards. So we have to work on elements which are linked to our region and other factors which create excitement and makes the trip worth it.

In these three days we tried to work on this aspect with our project partners. Last night we reached the mountain refuge Sette Selle at 2000 m with our torches. It has been a great experience. I think such experiences can be very simple, but if they are well illustrated on guidebooks and on tour guides, they let people discover a new and different way of visiting a territory. We need less infrastructures and more capacity to increase the value of a territory. But this means also having the competences to do that. Especially nowadays, we cannot design tourism without high competences in handling tourism as a product.

For this reason we asked Alexandra Jiricka and Arne Arnberger to illustrate some aspects related to tourism design. Sustainability standards are the pillars on which they built a tourism design they experimented at the University of Applied Sciences in Vienna, Austria, and in other territories.

PAOLO GRIGOLLI:

Arne and Alexandra made clear how sustainable development means acquiring high competences such as the capacity to measure and define some standards and consequently understand trends.

Furthermore Alexandra pointed out something I found very interesting. Together with the local community her university developed a concept of tourism

development linked to renewable energy. They are trying to apply this concept to their action and to marketing it. This is also a good example of the way universities and local bodies can work together on a common proposal.

Xavier Font of Leeds University Research Centre is specialized in responsible tourism. This term is related to a more interesting issue. When we talk about sustainability and market, we observe how companies react to sustainability and we analyze the corporate approach to sustainability. Umberto Martini said that sometimes sustainability makes us feeling guilty. The Anglo-Saxon approach is "do not feel guilty". We should not feel guilty when we make business through sustainability. This is the focus of Xavier Font's attention.

John Hull is Director of Auckland Research Centre in New Zealand. I sent him some students from the Master in Tourism a few years ago and apparently they must have been good because he often comes to Trento for a very important collaboration. New Zealand has been applying sustainability for a while now and it is well known for it. John Hull is also advisor of many other tourism organizations in Canada and other countries. He shows some experienced best practices of what it means to develop a product locally. Both speakers give us reason to hope for our future in sustainable tourism because both bring us examples of international trends and let us understand that sustainability is something we should invest on.

We asked Maurizio Rossini, Marketing Director of Trentino Marketing, to tell us how they boost the important values of their region through communication and product strategies. This is another example of how a specific area defines its particular values and how these can be translated into a tourist offer.

XAVIER FONT:

More and more companies ask the same question. They do something to save water, they do many things to save energy; all of these will save money. The argument has always been to do it because it will save you money. They become certified, by



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Legambiente, or by Green Globe, or by the European Eco Label, or whoever. Then they say, “Where are the tourists?”

All the statistics tell us people want to know this – where are they? It seems to me, and this is a question that Visit England came and asked me a few months ago (Visit England is the national tourist board for England) and they asked, “Xavier, do companies know the economic social environmental side of things, can you write a document for us that looks like the market of sustainable, responsible tourism?”

How do I help a company that does not want to spend money on marketing? That does not believe that sustainability should be marketed, because its ethics – and we do not market our ethics, apparently, it makes us feel uncomfortable, – and how do I do it? The difficulty for me here is that at the moment, the companies are saying, “I’m selling beds” - look, a bed, is a bed, is a bed. What makes your bed more interesting? How do I make sure that I get the company to tell me something that makes me feel excited about going there?

The document I put together for Visit England is structured in a very simple way. Who wants to know about responsible tourism? Why should I tell them? We are not very clear why we want to tell them - what do I have to tell them? If you just say, “I am sustainable,” this is not going to work. Where and which places in my company do I tell them and when, in the journey of the customer coming to me, do I tell them? There is a lot of information.

Does the market really want to know? Too much of the data tells us the market wants to know, in the same way that if I asked you, “are you a good husband or are you a good wife, are you an ethical person?” We would all say, “yes” and then the behavior is different. We all start the evening intending to not drink too much wine and eat healthy food, and by the time we go to bed, we wonder what happened!

It is the same when you go on holiday. Remember, people go on holiday to have fun; there is one person that is important when you holiday, that is me! Customers tell me when we do consumer research, “I work very hard fifty weeks in the year.” I remember a customer that was saying to me “look, I diet for fifty weeks in the year to fit into that bikini and when I go on holiday, I will eat all the ice creams, I will eat all the wrong food, and then when I go back home, I start again.” She also



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said, “It is the same with sustainability - I recycle at home, I go by bicycle, I do all the right things.” “On holiday I do not want to feel guilty, so if you want me to be sustainable on holiday, make it be more fun than not being sustainable.

At the moment, I am afraid to tell you that companies that sell sustainable tourism, mostly, will make it painful. Most people say one thing, but think another. When completing a questionnaire, most people say they want to visit an unspoiled place etcetera, but when you get your visa card out of your pocket, how do you use your visa card?

In a survey that we did in the UK a few years ago, we asked, “how far do you want to go for a weekend?” Eleven percent of the people said, “I will fly more than six hours for a weekend break.” This is not responsible tourism. Can you see the people that are saying, “I don’t want to fly that far” are saying it because they do not want to be jet-lagged? The explanation that says why they think it is a good idea to fly far – look, I know flying is not the most environmentally friendly thing to do, wow! However, they are justifying it based on saying, “if I go somewhere further, it’s less obvious, it gives me status.” How do we find sustainable tourism to become a source of status? Not flying further.

The thing for me is that I am not interested in the five percent of the market that is eco-friendly; I am interested in how I change the behavior of the other ninety-five percent. The five percent that are eco-friendly, they will continue being eco-friendly anyway. The important thing for me is those people that say, “Look, I just want to have a good time, I just want to have a nice quiet weekend, but I want it to be easy.” The information that we have from the UK - Visit England has not published this data, nobody in England knows it, we have just done the research for them, and fifteen percent of the people surveyed think that a hotel that says it is sustainable will actually be less comfortable than one that does not say it. Why? We have done word associations, we have asked customers in a room, “I’ll give you a word, and you tell me the first word that comes to your mind.” We said, “environmentally friendly hotel.” They said in response, dirty towels, no bleach, soggy towels; towels that are wet because you give the same towel again and it does not dry out. This is not really the image you want to give. If a percentage of your customers think this, you

communicating, “I am an environmentally friendly hotel” alone, will not help you. You need to communicate something else; you need to show the customer why it is good for you, as a customer, to be an environmentally friendly hotel.

The message, alone, does not work. When we have done product testing with coffee and we have shown organic coffee; Fair Trade coffee, and then Nescafé and another couple of brands, and when we have given coffee to people, they consistently say the one that tastes the worst has to be the Fair Trade coffee. When you tell them, no, actually, maybe it is Nescafé, they say, “no, you must be lying; it can’t be.”

In people’s mentality, when you are buying something that is environmentally friendly, because of the way that society has talked to us about sustainability, it still makes customers feel there has to be less quality. It has to be more expensive or less quality and, often, both. This makes me think people, internally, would want to buy something that is sustainable, but you need to help them to feel and to understand why it is good. Thirty three percent of the customers think that when you say it is environmentally friendly, you are just trying to save money or you are just saying it but you do not really mean it. Having a sign that says I am environmentally - the hotel where I am staying right now, it has the European Eco label, here in Trento and I cannot see anything that tells me this hotel is “environmentally friendly”, other than the sign.

Help me to feel it, the positive side of feeling it, not the negative side, because customers, again, will think, well if it is environmentally friendly, it means that they will not let me have a hot shower; they will give me less water in the shower, it will be a shorter shower, something will go wrong. You need to show the positive side.

Fifty eight percent of them are saying they would want to stay in accommodation that is green that has the environmentally friendly award. This surprises me because when we said to them, “it will cost the same amount of money to stay in a hotel that is sustainable as one that is not sustainable,” only fifty-eight percent of them said they would want to stay in a green one. For me, this is a communication problem.

Get creative! There is a large, ugly hotel in the middle of Manchester that has basically said, “when you come and stay here you can save a lobster; you can give a

longer life to a lobster by paying three Euros to have a lobster named after you.” They are not offering lobster on the menu, this is a way of them saying “we offer local food on the menu, this is something you could have eaten; actually, you are not going to eat it, you are actually, if you want, going to be able to save it. Very few people take it up. Many newspapers have loved them; they have had loads of press coverage in the newspapers for this. Their sales in the restaurant have gone up, not because people want to save the lobster, but because they want to come and see the strange thing that this restaurant is doing.

This is not the business that basically says they do many things for the environment. This is England; it is cold in March, February, particularly January. Nobody goes camping nobody goes to youth hostels. What this business does is they say, in March anybody who has shown interest in our sustainability work can come and spend a weekend staying in our business for free – yes, for free – and they will help improve the sustainability of our place. Every single person that comes and stays in March, stays again over the summer, and communicates to somebody else that they have just gone to a place that is amazing. When do people book for summer holidays? March and April, great market coverage –what is the cost to them? They were going to be empty anyway. They have just had fifty volunteers repairing bridges, building up things, fixing the pond, restocking somewhere, planting new trees in the woodland, for free with fifty pairs of hands. We need to think a lot more creatively, really, about how we are going to do some of these things.

I hope that the document I am talking about will give you more information. Many of the things I am talking about, if you look at one thing at a time, they all seem very frivolous; they all seem very superficial. The important thing is how they come together. Why am I telling you this? I ask companies time and time again, “What do you want your customers to do differently?” You are telling them you are sustainable, so what? I propose four things you may want your customers to do differently. One is, you may say, “I do not want my customer to do anything else, I just want my customer to feel good, and my customer does not have to change their behavior. For the customer that does not really like environmentally friendly, here you are telling them it is sorted, you do not have to feel bad about it. I have done something for you

so you can experience your holiday exactly the same way. I want our customers to do more than that, but this is one option. So you tell them where the food comes from, you tell them why it was well taken care of, and so on, but the food still tastes the same.

The second thing you may want your customers to do, you may want them to do things differently. You may want to communicate to your customers something, so they will switch off the lights, so they will choose certain things from the menu, so they will give preference to certain produce. Again, you need to think about how you are going to tell the customers and how you are going to make those customers feel good about it.

One of the hotels that I interviewed through this research, they said that when you call and you try to make a booking at the hotel, they say to you, “would you like to give five pounds, which is about six Euros, additional to your bill and you can decide to which charity it will go and we will charge it together with the stay in your room.” This hotel costs three hundred Euros per night, so put it in context, five more pounds makes me feel not guilty; it is a very low price for buying my guilt, yeah.

Option number one, you decide to come by car, you can balance your carbon emissions. Option number two, this is near a beach, so you can give it to a group of surfers that basically clean up dirt from the beaches, so when you go there the beaches will be cleaner. Option number three, you can give it to the local community where they have problems with young people leaving the community and never coming back. What the hotel did, very cleverly, is they let you choose the charity and they give you charities that are relevant to your stay. I know many other hotels that say, included in the price of your stay, there is already that, that would be the first option, the option that said they make you feel better without you having to do anything. In this second option, they are telling you, you can do something about it if you want. You can decide. By offering sustainable responsible tourism, you will tell your customers you are offering something extra; you will give them something that otherwise they could not have.

How many of you buy products from, for example, Vichy, L’Oreal, etcetera, and you put them on your face and you think it will make you look younger., How much



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do you think you are paying for the actual content of the pot, and how much do you think you are paying for the dream of being young forever?

Sustainable tourism is exactly the same thing. You can pay so much for the product but really what you are paying for is the dream of what that product is giving you. We just need to find more creative ways of selling the sustainability. It is about making the customer feel really special. I have worked in many businesses where I am saying to them, look, your problem here is not the price you can charge for customers staying in your hotel in August, the difficulty you have got is that March, April, October, November – you are empty. Increasing prices in July and August is not a good idea; increasing occupancy in the shorter season is a good idea, and there are many ways in which we can use sustainable tourism to do this. Again, you might say that is not really authentic, pure sustainable tourism. I do not care. I want these businesses to do things that make them sustainable and I want them to make more money, because it is the only way they will want to keep doing things that are sustainable.

So far, I am not looking at this from a destination point of view, I am looking at it from an individual business point of view: how do I get somebody, a business, to change their behavior? There are many moral reasons why they could change their behavior. I am just looking at the commercial aspect; I also think they should change it for moral reasons.

Let us start talking about money. I talk to businesses and say to them, try to find a way that you can diversify your income by saying to your customers, you have come here to these properties resting in the countryside, you have had a big meal, you have not got room to have that lovely tiramisu at the end of the meal, I tell you what, give them a map of a local walk and tell them, “here is a walk you can do this two hours, come back and have your dessert and your coffee afterwards”. What does that mean? You have just increased the number of people you can have sitting at lunch time, because your customers no longer stay for two hours, they stay for an hour and a half, they go out and then come back or, you have increased your chances of income, and so on.



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I have worked with hotels that basically have put together ideas of offering a breakfast menu where they are saying, “these are ingredients in the breakfast menu that will have high nutritional contents for you.” “If you are training for running, for example, or if you are training for a half marathon, or something, these are the things you should try to eat.” “If you stay in our hotel, we will tell you where there are good running paths.”

There is a particular business hotel chain - I have advised them on this. They are now going to introduce this in all their business hotels. In every business hotel, they will give you a map on where do you go running for ten kilometers. There are so many people that work and they find that when they go and work away, their diet is a complete disaster. They think part of responsible tourism is offering more nutritious, healthier, better-balanced food. It is about being responsible towards your customers. Responsible tourism is not about how many flowers in a meadow up at the top of the Dolomites you are going to save; it is also taking responsibility for the health and wellbeing of your customer.

Finally, clearly, you can be working on responsible tourism because you may want more customers. You want your customers to come back more often; you want your customers to be more loyal to you. We all know that customers that repeat tend to have a much higher satisfaction level, but those customers that repeat are likely to buy products that are different and they are innovative. They tend to be customers that will be more trusting of you.

Think about your first trip you ever took to Paris; you definitely went up to the Eiffel Tower. The third time or fourth time that you went to Paris, did you still do the same? Again, as customers keep coming back to you, you diversify the kind of produce that they consume and by diversifying where they go, you are actually favouring the lesser well-known areas. Increasing loyalty of customers and the trust of those customers towards you will give you the opportunity to sell products to them that will be more innovative, and that will happen to be more responsible.

For example, there is a particular businesswoman who, when she started, was a housewife. She decided to turn the three bedrooms in her house, when her children left to go to university, into a bed and breakfast. She worked very hard to make her

business more sustainable and four or five years later, she went and said, “I do all these things for sustainability, what’s in it for me?” What is the benefit? It makes me feel good, what else?

Next to her business, there was the headquarters for Rolls Royce. One day she woke up and she went to Rolls Royce, knocked on the door, and said, “I want to talk to the sales manager.” Then she said, “look, your website says you’ve got a policy to buy from sustainable suppliers, but you send your clients that come and stay/visit you in your business, to that really horrible hotel. She said, “I have a green certificate; I am a sustainable supplier - why don’t you send them to me?” “I have three rooms.” Rolls Royce said in response, “Yeah, we’ll do that, how much do you charge?” The businesswoman said, “seventy pounds.” Rolls Royce said, “no, to us you’ll charge us ninety pounds because that’s what they charge us down the road.” She has got ninety percent occupancy; the average in her area is sixty percent and she charges thirty percent/twenty percent more than her competitors. Sometimes you just need to try it out.

There is another business in England, which basically came along and said, “we’re going to put together an offer that says, ‘if you come and stay in our hotel and you come by public transport, we will give you ten percent off the rack rate.’” “We’ll give you free bicycles and we’ll give you ten percent off the bike hire and we’ll give you some of the things for free.” What they said is, “yes, we have reduced our prices a little bit, but actually, the percentage of businesses that now would have business conferences with us is much, much higher, so we’ve increased the occupancy rate in the middle of the week.” Why? Businesses want their staff to come by train, because if they come by train, they can work on the train, whereas, if they come by car, they are worrying about driving. It means that my staff get to work four hours more and it costs less.

Again, you need to find another way of selling it. What do you say? I am really, really bored with hotels that just have a sign that says, “I am environmentally friendly.” What does that mean? Also, really, who is sustainable? I feel really unhappy if somebody calls me “irresponsible” – but unsustainable – yes. I flew from England to

come here and I fly quite often. The only way for me to be sustainable is to kill myself and stop consuming – I am not prepared to do that yet!

How do you say it? How do you make your consumers actually want to believe in what you have to say? Remember when I go on holiday, I want to enjoy myself. I travel on holiday with children, so it is even more important that we do things that are fun. I am willing to pay more for doing things, than I am for seeing things.

I know a business that has a wheelbarrow picnic. A wheelbarrow picnic is where you put things in a wheelbarrow, say, a builder puts, for example, soil in it, and they give you a wheelbarrow, a picnic hamper and a blanket, and they say, “down there is a beach, take the wheelbarrow down there and enjoy yourself with your family.” Inside the wheelbarrow and inside the hamper, there is a map and lots of local food, very small bits of local food; cheeses, hams, and so on, and each one of them in the map has a story: “who has made it?” “Why was that made with love and care and what are the opening hours of the business that made it, and where is it on the map?” What happens? These people arrive on day one, they get the picnic hamper, they go down to the beach, they have a great time, they are not driving that day, but I did not make them not drive by saying, “driving is bad for the environment, you shall not do it!” I basically told them, “go there and you’ll have more fun, here’s a picnic.” They saw the ingredients, they were told, “when is the market day in my town?” “Where does all the food come from?” They decided it would taste better if I buy it there than if I go to Lidl, so I will go and buy local food. However, you cannot just tell me in your market materials, “we buy local produce whenever possible.” We buy local produce whenever possible is boring. Show me the products, show me they taste better, make it easy for me to buy them, and I will do it.

Another example is a non-smoking ban. How can you say no smoking to people? For example, say there is a sign in a children’s attraction and it says, “no smoking, it makes your teeth go yellow and it makes your breath smell horrid, besides which, it can harm the creatures of the forest.” That sign does not say, “don’t smoke because you can create a forest fire.” That sign is for the children to read, not for the parents to read, and for the children to tell the parents, “ah, you see, daddy, you should not smoke today.” Another sign can be exactly the same thing saying,



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“recycling point.” “Twiggles, which are the creatures that live in this forest, don’t like litter and we really don’t like waste, but we love turning your litter into really interesting and creative things, so put it here.” That sign gives you ninety-five percent recycling and gives a recycle that is properly sorted, not just all thrown in the wrong; for example the plastic thrown with the paper and the paper with the plastic, and so on. You need to think a little bit more about how you are going to tell these things to people.

We went on a walk a couple of days ago where I was taken on an ethnological trail, I do not remember exactly what it was, and I asked them at the time, “what percentage of the customers that come here will know what an ethnographic trail is?” They said, “oh, very little”. Why don’t you tell them? Why don’t you tell them in words that make sense to the customer? These are words for managers. These are words for conservationists. Tell them in words that the consumer will understand. What happens if you tell me it is an ethnological or ethnographical, whatever it happened to be, trail? First, I do not understand it, so you made me feel stupid - do I want to feel stupid when I go on holiday? No. I want to feel happy. Two things can happen; I decide not to go on the trail because it is not for me, or because I do not understand what they are selling to me. Is this really what you want? No wonder there is a difference between people’s interest in sustainability and *demand* for sustainability!

Show me how, by really experiencing sustainable tourism, I will enjoy the simple, real things in life. Tell me this in your brochure. The ones from the Municipality do, what do the brochures for the hotels tell me? How much does the bed cost? How many beds does the hotel have? What time can you have a beer in the restaurant? Their businesses are really, really boring, and you are trying to make up for it by having more interesting, exciting photos in the brochure for the whole destination, but the things do not add up; help your businesses write better websites. Show me how, by being sustainable, you are going to give me better service. Make me feel that because you care about the environment, because you care about local people, you care about me, not just about my money, and tell me in ways that you can communicate to me.

Therefore, if a message says, fresh unadulterated honest food that makes your holiday memorable. I will want that, if nothing else, because I do not want the opposite of fresh, because I do not want the opposite of unadulterated, I do not want chemicals in my food, because I do not want the opposite of food that is not honest. The business that I work with had a message that said, “we buy local food whenever possible” and we changed it to this afterwards, it said, “now I’m selling it.” Now people know what this is about.

Customers want to trust you. Customers have earned their money over a long period of time and now they are deciding how to spend that money. Why should they trust your business with the happiness of my family? Let me give you some data. The largest percentage of divorces in England start on holiday. Why? During the year you can pretend as husband and wife you do not talk to each other because you are too busy at work. However, on holiday you have to remember why you married that person. How do I make my business save that marriage, to be really brutal? How do I make this business tell the customers that you can trust me with your money, this is a good investment; it is a good idea to come here because we will take care of the things that are important to you. You telling me that the room will cost eighty-five Euros per night but not giving me much more detail about why this is the right business for me, does not help.

I worked with a business in Cambodia, which hired bicycles. That business said in their website, “we hire bicycles” but nobody took them. Would you really want to hire a bicycle in the middle of Cambodia? You may never come back! We changed the message so as well as saying “we hire bicycles,” we also told customers about cycling etiquette and how to be safe. The percentage of sales increased immediately. Why? Because the message said, you care about me. Until then it was all about, would you give me a deposit in case the bicycle is stolen? Are you telling me it is really likely the bicycle will get stolen? How about my safety? How about my things? You need to find a way of working with customers and getting the customers to realise that you care about them.

Another example are tour operators in the UK that sell family adventure holidays. I am finding more and more, as I travel and I talk to parents, is that more of



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you are desperate to help your children really engage with the real world and leave behind your Playstation, Nintendo, Xbox, and Wii. As a parent, when I read that the person managing this company thinks like this, it makes me think this probably is a holiday for me because he has the same values as me, and because he has the same values, he has probably organized a family holiday that is the kind of holiday I would choose for myself. For example, I cannot go all the way to Egypt to design a holiday and then come back, and then take my children there. I am willing to trust my money on somebody who I realise now thinks like me. If this business had just said, I have won an award for being responsible, I would not buy from them; it is the values that make me buy from them.

Where do I sell? You can get certification and they will help you, but it is not going to sell on its own. You can apply for awards and you can get the awards, and this will get some trust and some recognition, but really, it is not only the awards that will make things happen. An example is a business that basically found an orphan duck, they brought it to their hotel, and the duck walks around the hotel like normally a cat or a dog would do. This business has all the normal environmentally friendly things that every other business does, but when the press wants a business to show, this one is more fun. You can go and work with the press therefore, you can tell more about this on your internet. Again, I see pages on the Internet about sustainability that say things like "I minimise ways by evaluating operations and ensuring they're fit for purpose." Sorry, but this does not excite me.

Step five, when do I tell? You normally tell too late. You normally tell me when the customers have already arrived at the business. Start telling before the booking, but you need to remember, before booking, what kind of information does your customer need? For example, there is a café that tells me the number of calories in the drink. I know most of you do not want to know the number of calories of your cappuccino, but I now always buy from this place – why? Probably I buy more Americanos now than I buy café lattes, because I saw Americanos are only two calories, where a café latte is one hundred and sixty-eight; a hot chocolate, three hundred and twenty eight - oh my God! The important thing for me is I changed the



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product but I did not change the company. Now I think that this company cares about me.

After booking, I know of another business where customers come with all the food prepared from the supermarket, and this business says to the customers, when you book my self-catering accommodation they say, “would you like us to prepare some ready-made meals and we will leave them in the fridge of your self-catering, cottage?” “We can make you Lasagnes, we can make you Moussakas, we can make you a stew; home-made food with the convenience of ready-made meals”. They say their sales are just, wow! It really helps.

When you arrive, this is your chance. They have been telling you all about responsible tourism, if you do not make a good impression on arrival, you have problems. While you are there, you can tell them many more things, this is really your chance to show them all the things you do, and this is the chance to secure customer loyalty and repeat purchase. Use one thing to tell them another.

Then finally, after the stay, after the visit, find a way of telling your customers, again, book with us. One last example; this is a company that when I spoke with them, they said to me, “we don’t have market sustainability.” I asked, “tell me what you do?” They said, “well at the end of the summer, when the flower meadows are basically dying, we help families to cut some of the flowers and we help them identify them, and we help the children from those families press the flowers, we leave them pressed in our business, and in January when we’ve got more time, we put them in a card and we send them the card in the post with a message saying, ‘a memory from your holiday with us.’” You are not marketing sustainable tourism - the percentage of people that receive those cards with those flowers pressed by those children. I know you will tell me it is the wrong thing to do, to press and cut those flowers - before that meadow used to be a place where the grass was all cut, at least we have some flowers now, they belong to their own garden, leave them alone!

I know somebody that will have a biological indicator that says no flowers should be cut! They are their flowers. At the end of the day this increases the loyalty of business, people in this business, and it really costs them very little. These people



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are not doing Twitter, they are not doing Blogs, they are not doing Facebook; they're just sending you a nice postcard in the post, something easy to do. Thank you.

PAOLO GRIGOLLI:

Xavier Font illustrated meaningful issues referring to changed consumption models, to changed communication strategies and to the courage to change some aspects related to consumption. Our main goal is to introduce these ideas into a product. John Hull states clearly how sustainability is linked to a territory which has been transformed into a product made of relationships.

JOHN HULL:

You have already heard a lot of words such as, opportunities for leaning, authentic experiences, doing things, make it fun, creativity and participation, and I will now tell you about the creative tourism movement and how those words fit into this as visitors become more and more interested in the learning process, as part of their vacations.

I will start off with some definitions. We will look at some trends, we will look at market demand, then I am going to refer to a few case studies where creative tourism is happening in New Zealand, in Canada and in Europe, and then I'll provide a few conclusions.

When we look at creative tourism and its definition, it is tourism, which offers visitors the opportunity to explore their creative potential through active participation. It is learning experiences, they are characteristic of a holiday and its destination, and it is specifically where they are undertaken. Creative tourism is travel directed toward an engaged authentic experience with participative learning in the arts, heritage, or special character of a place, and it provides a connection with those who reside in this place and creates the living culture. As you may be aware, UNESCO has a Creative Cities network here in Europe, which is quite active.

The concept of creativity is about being inventive and imaginative, and showing imagination as well as routine skill, through activities with visitors. It occurs when an individual steps beyond traditional ways of doing, knowing and making, and

I will give you an example in New Zealand of a visitor making a kiwi Pavlova with a local woman from one of the villages. The key word here, as I have mentioned before, is *participation*. It is to appreciate the special character of the place. It is to interact with the people who make up the living culture.

So how do you integrate this idea into a marketing campaign? If you look at New Zealand's marketing campaign and how they have integrated participation into a You Tube video, you will see New Zealand is targeting the interactive traveler, that is their market. When we think about creative tourism and participation, in that ad, they have made a very conscious decision to include you, as a viewer, in the advertisement itself. If you take a look at the way they filmed the ad, you will see they used a hand-held video, so you are looking at the faces of the people; you are a part of the experience as you go through and see what New Zealand has to offer.

I think there are opportunities to take advantage of this kind of idea in your marketing campaigns in terms of making it fun, making it an experience. I think New Zealand did an incredibly effective job in terms of getting that message across through their You Tube ad. Now, it costs millions of dollars for them to do that, but this is a good example of how more marketing needs to be like this.

There is one that is a little less than a million dollars in investment that is the top experiential product in Northern Sweden. A group of local villagers got together and they said, "we don't have a lot of infrastructure, what can we do in terms of doing something unique and different, that will attract people to our region and to our lake?" So they put a tent out on the ice and now they have one of the most popular packages, with a lot of people from Spain and Italy actually flying up to Northern Sweden to experience this five course meal with local traditional foods, sitting on reindeer hides, with a hole cut in the ice, with your liquor and wine cooling as you have your meal. The day that I went there, as part of this programme, the Northern Lights came out and it was spectacular. This is a way where, on a small scale, you can offer a quality of product.

Why are these trends happening? Well, from studying statistics, you can see there are more and more travelers, there are more and more destinations; there are more and more markets, so there is more in competition. As a result of that, we have



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to differentiate ourselves from other destinations, and we can do that through our cultural and natural heritage.

When we look at the World Tourism Organisation reports, they reveal that thirty seven percent of all international trips include a cultural component, and that cultural tourism is growing at fifteen percent a year. Atlas Surveys in Europe show more than a doubling of tourists going on cultural holidays, and in North America, with the travel activity motivation studies, we see thirty-two percent of travelers add extra time to their trip because of a cultural or heritage experience.

When we look at creative tourism, how is it different to cultural tourism? It is part of a process, it is a creative process where it is interactive, and we are experiencing, with the local resident, a tourism product, or an activity so it is an interactive product and it usually deals with some kind of skill development.

We are seeing trends in terms of shifts from tangible, to intangible, cultural tourism resources. Tangible resources are the built environment, such things as museums and artifacts, whereas now, there is more interest in the traditions, the local skills, the music, and the story telling. It is experiential forms of consumption which emphasize personal and self-development. This is a challenge for destinations to diversify products to be competitive, and so they need creative packages that promote a system of co-production between the tourist and the producers in the destination. You obviously have to know who those individuals are, in your destination that you can work with, that may be able to offer these types of programmes.

When we look at markets, it is quite interesting, because we see the rise of the creative worker. A book that came out recently called: *The Rise of the Creative Class* talks about how this is part of the trend, in terms of the creative traveler. These individuals, who are part of this creative class, are looking at and working in knowledge-based and labour-intensive industries such as performing arts, crafts, film, sport, publishing, architecture or software industries, where they have to use their creativity as part of their job. As a result, they are interested in an extension of everyday life and work, and expect opportunities for self-development and improvement, as part of their vacations, in some cases. We see a subset of cultural

tourists that have a range of motivations and a range of visitor experience; they are looking for quality and they want participation, and it requires us to offer a lot of diversity in terms of the types of experiences that we bring.

The Parks Canada visitor experience programme talks about a need for their programmes to be personally realised, based on quality services, and in terms of activities over the duration of a visit. They have to be memorable and they have to be part of a shared outcome. Even large agencies that are managing protected areas in North America are jumping on this bandwagon, and you can see, if you take a look at the Experience Economy book, people pay more for going out to have a campfire than they do for just buying the coffee beans, as part of the experience adds value to any package.

Let us consider a few case studies that I have been working with. In Greenland, there has been a huge exponential increase in the numbers of visitors to the region, as a result of a lot of climate change issues, and we worked with the Business Council there to identify a lot of intangible and cultural heritage products that we might be able to offer visitors as part of an experience. As a destination, in terms of Trento, inventorying your resources and your traditions and your skills here is an important first step in understanding where you may go with these types of programmes. There is a really great website for New Zealand, the Creative Tourism website that looks at Maori culture. It looks at nature, taste, and food and it is a network that offers classes in weaving, felting, woodworking, and gastronomy. Here is a great workshop where you can - rather than go and buy a piece of jewellery - get to learn to carve bone with a dude who is one of the Maori carvers from the region. This is one example of activity.

In Canada we have a programme that has just recently, come to Europe. It is called Artisans at Work and it is part of an EU programme in Northern Europe right now. Hopefully, it is something that will continue to expand across Europe. It is a craft and agri-food business network where products are based on authentic techniques or know-how, and there are six different components to each workshop. When you join the network, you get support in terms of a business plan, if you are an Artisan, and they assist you in the development of your own workshop where you can



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offer your products to visitors. There are strict criteria for joining the programme: you have to be a private business, you have to use a traditional technique, you have to have annual revenues of seventy five thousand, and you have to operate in a building of a certain quality. So there is a strict membership criteria as part of this to make sure that there is quality assurance.

Another example from Europe that you may find interesting is Craftsart.com, which is a creative tourism website where you can take painting workshops with Julian here in Italy. Another example is a global cuisine website where you can take courses in cooking and, as part of this programme, you can go to South Africa and pick the grapes, and then in eight to ten months you get your own label and wine from the grapes that you picked. The largest directory of activities and things to do is a site called yougodo.com, and a good example is perfume making in France. You can go and create your own perfume, the recipe for which will be kept for future orders, and it is held in the community, the world's capital of perfume.

When we look at product development and we look at creative tourism, we need to engage visitors in these types of experiences. We need to develop public programming and workshops to offer them, we need to provide opportunities about the subject at different levels, depending on who our visitors are, and we have to provide a range of experiences. One of the publications that has come out of a recent conference is a framework from Lapland in Scandinavia. It says you have to look at issues of customer perception, of learning and experience, and change in the customer. In order to do that, you have to include certain elements as part of your package in order to have some degree of success; for example, a story, a sensory perception, and individuality and uniqueness.

This is a good general framework to think about in developing packages. When we look at packages and key elements, we want to be able to understand what are our attractions and activities? What are the age groups we are going to target for these types of programmes, the types of interests it will appeal to and how many people we can accommodate in our workshops – these are mostly small numbers of groups, the length of the programme maybe half a day, maybe a full day, the type of transportation, any language, and our pricing. As the knowledge economy replaces



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the industrial economy, the demand for creative tourism is growing. Destinations have to provide a range of experiences to broaden the visitor market to the greatest extent possible. We have to focus on the needs of residents and tourists, and maximize local benefits, and residents become the transmitters of knowledge and the teachers.

The internet is an important support for reaching our markets, as I have mentioned in some of the examples I have given, and it helps create a virtual community on a global scale. The benefits are that we are responding to a growth in a new market. We are fostering innovative partnerships, money is spent locally, and there is a positive guest/host relationship. I thank you so much.

PAOLO GRIGOLLI:

John Hull explains how tourism can start from the connection with the territory. It could be called “tourism 2.0”, if we think in terms of relationships.

Maurizio Rossini is Marketing Director of Trentino Marketing. His idea focuses on synergy. This project starts with a cooperation between the following stakeholders: the Autonomous Province of Trento and its innovation and tourism services, the University of Trento doing project and assessment governance, the Trentino Marketing Company giving us the idea of product and the Trentino School of Management which I represent also as Director of the new born School of Tourism Management inside the TSM. Once again, with this project the region Trentino shows a synergy among different institutions dealing in different ways with innovation, development and research.

Another focus of Maurizio Rossini is on responsibility because the Trentino region is a great tourism model with 500.000 people working in tourism to receive 5 million tourists for a total of 30 million bed/nights. It is a model which is considered to be successful in Italy as well as abroad.

Maurizio Rossini explains how the Trentino region boosts its tourism offer through marketing. While discussing this, we take into consideration the European partners we are working with, who see this region as a good example, and the issue raised by Umberto Martini: do we have a sustainable mass-tourism model? This is a

very important question we should bear in mind. Another aspect of responsibility deals with inside factors: places, people, relationships, issues and values with which the tourism product is built. Maurizio discusses these two core issues: synergy and responsibility.

MAURIZIO ROSSINI:

I am not going to talk about general aspects that could be found in many different areas and many different contexts. I will bring you the example of our work in the Trentino region. I work for Trentino Marketing, a public agency promoting our region. It manages our region and carries a double responsibility. It has to promote the Trentino region and at the same time to assess the possibilities of development created by tourism in the region. We should always bear this double role in mind.

First of all, let me point out that we should take into account that development is necessarily dependent on the quality of life of people in Trentino. Our main goal cannot be a development which is exclusively focused on increasing turnovers.

Another relevant aspect links tourism and development. For us tourism can allow our community to go on living in beautiful places like the Trentino mountains following our common lifestyle which is sustainable. This is something which is necessary when we talk about tourism. For us development means good quality of life for the people living in Trentino in harmony with tourism development. People should see tourism development as a chance to preserve their good lifestyle.

I believe this is a key aspect because, as many of you may know, tourism in Italy can be a threat to the life of a community and to the area where this community lives. We should keep on living in our valleys with our own lifestyle. Our lifestyle should not be ruined by tourism.

Let's be honest: nobody wants to live 365 days a year in a holiday village. You can go on holiday in a place like that for 15 days or you can work there for a season, but you cannot live there for a year. It is neither very attractive nor very nice. We should always consider this when we talk about tourism and development models.

When we think about tourism, we take into high consideration the specific context. We cannot leave the market and the social and economic evolutions out of



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consideration. In the last century and also in the last decades things have radically changed and I am not saying anything new. Life expectancy, relationship between work and leisure, relationship between manual work and intellectual work have radically changed. This cannot be separated from anyone's personal idea of holiday and leisure.

Especially the deeply changed relationship between manual and intellectual work made the distinction between work and leisure much more similar. Nowadays many of us find it difficult to distinguish when they are only working and when they are only on holiday. The concepts of work and holiday have deeply changed. While I am on holiday, if I let my mind work and be filled with thoughts and this work is pleasant and fruitful, then my holiday has a double value for me. That is why Domenico De Masi invented the expression "creative laziness". This definition gives us inspiration for our idea of tourism. It describes the possibility to enjoy at the same time thoughts, ideas, study and wellbeing. These are all things that makes us feel well but at the same time they are not completely detached from work.

This concept leads to further considerations. Nowadays many people are looking for new values in a holiday. These values constitute quality tourism, not the typical 3-day holiday in a place which is similar to other 20 equally interesting places. We believe in a tourism where people choose a place because they will be willing to come back again. These new values seem to be far from the traditional idea of holiday, but we noticed they are getting more and more important for people. Aspects which were once considered old and boring such as peace, silence, room, conviviality, people spending time together, beauty and lately also security, time and autonomy were also considered very far from the very idea of holiday or of package tour. Instead they are becoming criteria for choosing a destination.

Sometimes the same people going on a cruise, which looks very far from the concepts I have just listed, come to Trentino and maybe they come back another 3, 4, 5 times. In this regard you should also remember that Trentino is quite an uncommon place. We do not only have 100.000 sleeping accommodations in hotels, but also around 270.000 alternative accommodations in second homes or flats, which are often rented for very long periods. We call this our "extended community" because



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these people have a very different relationship with Trentino, compared with those staying for two nights and then going to visit Verona or other close places.

These values become more important if we look at tourists as part of our extended community. These tourists enjoy coming back here only if they find their stay interesting and pleasant. And often, the values De Masi has listed, make the stay in Trentino pleasant.

Nowadays many people look for places that can offer these new luxury goods. They look for places which are able to offer the experience of well living, something which Italian people are well known for. We believe that those areas having this capability will have a positive future in the next years. We think that a place is interesting – and interesting places are often those which ensure a high quality of life first of all for those living there 365 days a year and then for people staying a day or a week – if quality of life is ensured. A place is interesting if it is worth visiting and living, while places which are only seen as “holiday places” are considered less and less interesting. Holiday places can have a lot of tourists, but such places are less and less interesting for tourists coming back to a place and having a particular relationship with that place.

We believe that key elements for a high quality tourism are more and more linked to the landscape, to the beauty of nature. People want to live in beautiful places: this cannot only mean our mountains or Lake Garda, but the whole context which our nature is embedded in. This aspect is related to the attraction capacity of a place. Clearly a place should not be attractive only for tourists, but first of all for the people living there. Life’s rhythms, relationships, community life: Trentino does not have big resorts up in the mountains where nobody lives. Our tourism is definitely part of the community’s everyday life because we have hundreds of little villages full of life, from 1700 metres up down to Lake Garda.

Our tourism supply is strictly connected to everyday life. We have two options: to be aware that our region offers a tourism deeply linked to our landscape and our community; to apply different models of tourism where we create a world only for tourists following trends and fashion. The Trentino region chooses the first option. Some people may think this option is not trendy enough, but in our opinion this is the



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only possibility both to have high quality of life for people living here 365 days a year and to create attraction.

Nonetheless, choosing this option implies meaningful choices. First, we must love our region and a specific lifestyle, in particular in the mountains. Trentino means Italian mountains. This is the first important aspect: our region cannot be something artificial with traditional good food and ancient trades. This would be something fake. We must first of all love the place we live in and love a certain lifestyle. The more our life looks similar to city life, the less it gets interesting for tourists.

This is a primary aspect which is related to the culture of a region. Loving the mountains means knowing them. This means also to make good maintenance of our mountain paths which is something natural and simple. It means to develop certain trades linked to knowledge and exploration of the mountains such as tourist guides. It means to see the mountains as an important resource of wood, development, industries and trades linked to the mountains. It means boosting a mountain agriculture not only because a mowed lawn looks nice but also because this is part of our identity. All this is possible only if there is love and passion for these things. We cannot employ farmers for our shepherds' huts, they must be part of our community.

These traditions must be sincerely safeguarded, protected and loved. The Trentino region has always been working on this because people here think this is part of their lives. Having hundreds of little communities spread around the valleys means having the strength and sometimes the courage to maintain services because communities stay alive only if they do not turn into holiday villages thanks to some facilities.

Some time ago I spoke to a person in charge of local development in Switzerland and he told me that they give some of their valleys up for lost. They do not have the resources to keep all these valleys alive because some of them have incredibly high costs per capita. The Trentino Marketing company is working hard to keep such communities alive. This is incredibly important for tourism. If tourism is made of landscape and people, our tourism is based on these two factors and relies on them for the future. If we lose these things, we'll lose the strongest factor for future development.



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Tourism is a product of landscape and people, but landscape and people include also experience and context. This is equally true for people coming for one day, for a week or for people living here. Over time we have developed many activities and experiences that can be done in our region. We offer sports and cultural activities, sometimes also activities linked to our agriculture. It is important to be aware of the fact that this is the basis for our development.

Landscape and people are the true unique values we have here. Everyone of us and every company are willing to make their own little business. If everyone makes a business which is different from the one of other people, he offers something of higher quality. If everyone offers the same thing, it is very difficult for everyone to make money. How is it possible to make a place different from other places? We have been talking about hotels. If someone has money and hires a good architect, building a big minimalist hotel with a great wellness centre is possible in every part of the world. This is not very difficult. On the contrary, what I have been talking about is something which is hard to reproduce, something which is your own: someone may find it interesting, someone may not, but it is something with an incredible value. If we manage to keep this value, we can truly hope for a fruitful future.

In order to have a competitive tourism product, as we understand it and as I have tried to describe it, first of all one has to focus on the following two elements: landscape and region on one side and people and quality of life on the other. These are the elements we should never neglect. Making great promotional campaigns, a lot of micro-products for tourists or tourist offers is not enough. If we have strong and peculiar aspects to offer, then we can achieve great results.

Our tourism activity is based on important elements linked to regional planning, education and culture policies, services, transportation planning and to the support to some economic activities based on trades which are related to the mountains. We could discuss these points for hours to illustrate what the Trentino Marketing company is doing and planning to do in the next years.

This creates hope for tourism in the future. For sure we have to work on boosting these unique and peculiar aspects. We have to let the world know about it, we must make these values known. People of our community have to create



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hospitality and offer services for tourists, but we should never forget the relationship with such tourists. Furthermore, we should also back integrated projects where hospitality is not something detached from landscape: a nice hotel in a natural park does not mirror our model of development. Hospitality and tourists must be deeply linked to our community.

Obviously this is something quite difficult to achieve. It requires an everyday commitment and often produces conflicts inside the communities. But we should also understand that we should better live with this philosophy, rather than follow different models with good and quick results but no hope for the future.

We must support innovation: nobody wants to remain in the past. Innovation is crucial. We are designing the biggest European broadband network. We want to reach 750 km by 2018 and this means having a very strong Internet connection between our refuges up in the mountains and our universities. We must be able to connect with the world anytime and from any part of the Trentino region. This would be a great service both to people living here and to our tourists. Surely we must stay open to the rest of the world, we must support a diffused tourism planning in the entire region, we must be close to our tourists with consistent communication.

We must work to boost our peculiarities. Every time anyone tells me we do not reflect the European average I am very happy. I think we should be different from the average as much as possible because everything which belongs to the average is very similar to the rest. Obviously I am trivializing and exaggerating, but we should find our own ways of action. If our agricultural sector had a specific type of agriculture with its place on the market and would count for 10% of the Italian GDP, instead of 2%, I would not worry so much.

This is not the problem: the problem is to find our own business with balance and sustainability. This refers also to universities, where our youngsters take their education and training. Our universities must not be like the European average universities.

Our region is peculiar so it is right to develop peculiar competences and occupations, not typical for the European average. Obviously our young people will be free to develop competences and to follow their passions here or in other places of



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the world. But we firmly believe that our region is characteristic, as I believe any other region is, and we must be good at boosting our peculiarities.

Our message is: tourism in the Trentino region is inevitably linked to quality of life. We are very happy to see in the last years' statistics that we rank among the first provinces in Italy, because Italy is already seen as a place with a high quality of life. Being among the first provinces in these statistics means having good chances for the future, understanding quality of life as I described it before.

The Trentino region also offers participation, autonomy and responsibility. These are not mere words. In each of these words there is our history, our living together that enable us to have a certain type of landscape. In our region we have social cohesion in the life of a community with less tension and therefore we have the capacity of welcoming tourists in a certain way with a certain quality.

These aspects are important, but we need our communities to have a common vision. They must have mutual goals to reach what I have been describing so far. We need a strong sense of belonging to make people proud thus producing energy and facilitating communication and generating commitment and openness to the world. We must design our tourist offer bearing all these aspects in mind, selecting only things which are consistent with our philosophy.

Also in this respect the work to do is not easy. We do not always manage to be 100% consistent. We do not always manage to say no if we need something. We are not faultless, but we believe that it is important to boost tourism design in this way. We must understand that relationships, dialogue and discussion must be the pillars of our development process.

As Trentino Marketing , with our Tourists Boards and our entrepreneurs, we set out some goals to meet within the next few years in tourism. We want to have a region which will be able to offer tourism 365 days a year. But to do this we must offer something interesting for 365 days a year through truly effective projects. When we think about a project for tourism to Lake Garda in wintertime, we think about something completely new because this has never been done in the last decades. What do we expect from tourism on Lake Garda in November, December, January and February apart from a few fairs and some small initiatives? The local Tourist Board

and people working in the area of Lake Garda are developing with us projects in this respect. We try to let people understand that a place they are used to experience in a particular season can be interesting also in other seasons when completely different experiences can be done. Obviously we need places with the right infrastructures to enable people to have nice experiences. We need to find the courage to offer something different from the usual tourist offer.

Not always everyone agrees immediately to invest in something different from the usual attractions such as promoting winter skiing. This activity brings immediate good results, while new projects may start with few earnings so they are more difficult to do. But we believe that this is a challenge we must face, especially because we use a lot of public resources.

As I said before we must boost especially landscape and people as well as local lifestyle. This is a very important aspect. There are people who already doing this in our communities and they have realized how people with second homes or renting flats come back often also in winter months. They come to the mountains the whole year long, maybe just for a weekend. This creates a great added value.

Saying that 30 million bed/nights in our region are too many and that we should stop here is relative. Tourists often come massively for a brief period and we should design something that allows tourists to come throughout the year without concentrating in certain periods of the year. There are many times of the year when a number of tourists not greater than the number of residents can visit, discover and explore our valleys.

This is something we are working on. To do so we need to attentively work on designing tourism together with Tourists Boards and operators. Another goal is to enhance and promote the quality of life, through quality certification. Quality should not only be stated, but it should be monitored together with guests coming to our region. We should give importance also to other people's opinion, not only to ours. We must enhance those elements such as relationships' quality, authenticity, ethics – which has been getting more and more important in the last years – care and attention for people. Quality of life cannot only be a message or a slogan, it must be something tangible and which we tend to monitor in the longer term.

Another important goal is to make people live true experiences in our region. We should commit ourselves to offering our guests true life experiences which are typical of our communities. We often notice that people coming to our communities and staying for several days live very repetitive experiences. For example, every guest goes to the same mountain path, instead of exploring all the possibilities we can offer.

But it is our own responsibility to let our guests live particular experiences. First of all the people of our community must be the first promoters of experiences and, when possible, be tourist guides. We are actively working on this. We often believe the work has finished once we have managed to bring guests to our region. We have changed our mind and we are now thinking that much part of our work starts there, when guests arrive in our region. The most important part is when guests leave. We must find out what they are going to bring home, how they will talk about our region, about the day or the week they spent in our region. We must worry and take care of that.

People with mountain-related trades such as ski instructors, tourist guides, hotelkeepers are the true creators of magical experiences for our guests. They must pass on the common values of our communities. They are able to let guests experience the mountains in a particular way, they are able to “educate” guests to respect and appreciate our mountains. I remember going to the seaside for the first time when I was little, as probably happened to many of us living in the mountains. Someone brought us fishing for a day and told us about life on the seaside. Experiences like this stay in our memories and make us willing to go back to that place where we appreciated something thanks to local people. In such moments we need a cultural mediator, someone who can help us enter a world we could not easily enter alone. Sometimes it is possible to slowly appreciate that new world and then be able to make our friends truly appreciate it.

We must offer a region easy to experience and to travel about. Surely our region must be able to have guests from all over the world, to discover their culture because this is absolutely necessary to give a high quality hospitality.

The markets approach: giving great attention to the uniqueness of our landscape; being able to provide potential tourists with a differentiated offer 12



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months a year for different targets. This is crucial because if tourism is our first resource, our approach must be goal-oriented. We need cooperation between public and private stakeholders and a communication reflecting all the concepts I have been illustrating.

We must be able to offer our product at international level. If the world is changing, we cannot lag behind waiting for things to happen. We must follow the market. This is a very important concept for us and we are working on a differentiated tourist offer which is effectively distributed.

Our communication strategy is based exactly on this. A year ago we decided to tell people about our region through stories told by people from the region and by guests. These stories tell about true experiences made by people in our region. We decided to let some artists, such as photographers, interpret these stories. These stories are true and told by our people and by our guests and are interpreted by international photographers who are able to reach a wider audience thanks to their artistic capacity.

International photographers from the very well known Magnum agency did some of these photos. Among these photos we have the pictures of our current communication campaign in Italy and in Europe. This will prove if we have consistency or not. Some of these pictures have become part of our campaign and they represent a moment of a given experience. Under the photo there is a sentence taken by one of the stories. For example "You shouldn't enter a pub or a stadium, you must enter a wood and listen". The sentences are signed by the people who wrote them. Another example of sentence interpreted with a picture is "Everyone was still sleeping, I opened the door and started running, just like when I was a kid". Another one is ironical: "I slept under a cover of stars and also the sheets were coordinated". Another one said: "They awakened us in the night and they took us to the stables. How exciting it was to see its birth and to see it growing." This sentence was said by someone who was on holiday on a farm in Trentino. Another sentence was: "Daddy was on the boat and we were watching him from above. To me it looked like a butterflies regatta." This sentence refers to someone staying at the top of Val di Gresta watching down to Lake Garda. At the Museum of Modern Art in Rovereto someone



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wrote the following sentence: "For the first time I saw my son amazed in front of a table, different from the snowboard or the eating table." Another sentence was: "Luxury, as I understand it, is made of warm welcome and simple and true details which I don't find in other places." The next sentence refers to a visit to the Paneveggio nature park. "By foot with snowshoes or with skis. These places are magical and they surprise me continuously." On a picture of a shepherd's hut in the Alps where they also produce cheese someone wrote: "If someone gets used since his or her childhood to certain good smells and good tastes, he or she can't do without them." This is also a way to promote things related to our agriculture which are different from the experiences in the Dolomites. "When I reached the top, I laid on a bed of grass and my pillow where the Dolomites." All these pictures have become part of the campaign. We also made a video combining hundreds of photos. We will use the video for expositions and interactive installations throughout Italy and Europe. It will become a new way to promote the Trentino region. I thank you so much.

PAOLO GRIGOLLI:

Maurizio Rossini summarized well the important concepts everyone underlined and reminded us how it is possible to do relationship tourism in the Trentino region. I thank all those participating to this project: Lara Torghelle, Alessandra Tanas, Stefano Andreotti and Fabio Sacco.

UMBERTO MARTINI:

Many words have been mentioned already, but the first is, for sure, the term sustainability. Sustainability, as mentioned before, is a sort of philosophy. It is not a specific market, it is not a specific target, but it is an approach, a philosophy, so we have to share this idea. In a recent project, we shared the philosophy of sustainability; I think that this is the first step to protect our environment, our destination, from exploitation of the mass tourism.

Inside sustainability, we talk about three words; the first is equilibrium, balance, and, for example, how to manage the differences between the expectations of the different stakeholders.

A second key word is differentiation. In strategic management, it is taught that you can make money in two ways. By standardization, and with the occurrence of scale, you have to produce big numbers and have a big number of clients. The second way is the differentiation of your product. The second way is really more difficult than the first, and I think that our philosophy or path is the second one, and we know that it is more difficult than the first, but I think that we share the idea that we have to work with the logic of differentiation.

The third concept inside sustainability is motivation, in the sense that we have to find the motivation of the market, but sustainability has to be our motivation inside the territory. In this sense, I think that the motivation of the local people, of the local firms and of the tourists have to be matched in some way and combine to produce earnings and profits in the long term, not in the short term.

Another key word that I have heard is creativity. I think it is very important, because we have to invent new products, new services, and we have to realise that the market asks for new products and not for old products. I think that our job is not to copy the models and the solutions of the big firms, but is to invent different ways to offer entertainment, leisure and experiences to our guests – not tourists, guests.

Linked to this is the third concept that I want to focus on, which is identity. Each region has an identity, so we have to use this identity to promote our region, and this identity has to be part of the offer, but in the real sense. Because we share this idea and we are convinced that this idea and this particular identity is a point of strength and not a weakness. In many cases, we have a sort of shame of our identity; we think that we are little, we are not international, we are not global, we are local, and we know that to be specific and to add value to the identity is a value, and not a problem for the market.

To make all this, we need two other concepts; the first is marketing and communication. In particular, it is clear you need to communicate. You need to know what the other part of the communication is - I mean the client, the tourists, want to know, want to see, want to experience, and you have to find the right words and the right images to communicate, to convince the tourist that you are in the right place to



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take a good vacation, a good experience. However, do not forget that communication is the second half of the project

The first half of the project is the product development. Product creation, the product development, is the basis of destination management. I think that the most relevant difference between destination management and destination marketing is about this point; you make this initial management if you have a governance problem, and using the governance, you create a product involving all the actors inside the territory.

Involvement is another key word, another key concept. We have seen a lot of cases around the world, but we have seen that the territory and the local people are the main character of this process. They are not victims, but they are the main character.

The other point is that they do not lie, they do not play a role in a movie in which they have to be happy or to smile; they have to smile to the tourists, but they play the normal life they live. They do what they usually do and they add value to these activities to show their territories, their ideas, their way of living to the tourists and the tourists appreciate this because this is what they call experience. The local people, the local actors, had to add value to what they usually make in their common life.

I think that the final idea and the final proposal could be this; add value to what you have, do not worry too much about what you do not have, because if you think only about what you do not have, you are taking a risk, a big risk. This risk is to go in search for the mass, and I think that the real challenge for the project territories is to find out a way to make a business work for local development, avoiding the mass, and be the strong consumption of the territory, giving value, adding value through this work experience and the real life inside the territory. I think that this is one of the most important learning we have captured and I think that this could be the idea and the vision we share to complete our process in June 2010. We are already halfway through the project, hence the end of the next year. It would be really important that if, halfway through the project, we share this idea, and we are aware that we have another one and a half to create to invent something current with



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this general framework and this philosophy of tourism and development. Thank you all.