

International Workshop on Tourism as a Catalyst for Regional Development

12th – 13th December 2019, Vienna, Austria

Background Note and Speaker Biographies

The *International Workshop on Tourism as a Catalyst for Regional Development* will inform the wider OECD Tourism Committee activity on *Managing Tourism Development for Sustainable and Inclusive Growth*, which will:

- build on recent Tourism Committee work including *Analysing Megatrends to Better Shape the Future of Tourism*, *A Review of Effective Policies for Tourism Growth*, *Effective Policy Approaches for Quality Investment in Tourism*, and *Intermodal Connectivity for Destinations*;
- support wider OECD priorities by developing a better understanding of tourism's contribution to sustainable and inclusive growth, and;
- provide governments with coherent policy advice and examples of innovative country practices to i) diversify and diffuse the benefits of tourism both temporally and spatially, ii) counteract the pressures on sensitive natural and cultural sites, and residents in destinations experiencing significant tourism inflows, and iii) generate greater positive spill-over impacts in the wider economy.

Session I Tourism as a catalyst for sustainable growth

Tourism, when built upon broad stakeholder engagement and sustainable development principles, can contribute to more inclusive growth by providing employment and economic development opportunities, and promoting social integration. Tourism can also raise awareness of cultural and environmental values, and help finance the protection and management of protected areas, and the preservation of biological diversity.

Moving towards coherent and comprehensive approaches to tourism policy making, will help countries to reframe tourism growth to better spread the benefits, address inequalities and improve the resilience of economies. Long-term strategies and policies focused on promoting quality employment and job creation, skills development, entrepreneurship, innovation, effective investment, and integrated regional development, are integral to achieving sustainable and inclusive tourism growth – growth that takes into account current and future economic, social and environmental impacts, and addresses the needs of visitors, the industry, the environment and host communities.

Session I will examine the value of tourism activity for regions, including the measurement and better understanding of impacts; links to regional policies/strategies, and how tourism can contribute to sustainable and smart development of regions and rural areas.

Presentation: Matteo BOCCI (Senior Associate, ECORYS Brussels) will present results from an ongoing study on the “Contribution of tourism to sustainable development at local and regional level – Evidence from the European Structural and Investment Funds 2012-2018”. The focus will be on the ability of tourism to act as a booster for other sectors and activities across its complex value-chains.

Panel & Discussion (see Annex I for short bios and key messages)

- **Ramune GENZBIGELYTE-VENTURI**, Policy officer, European Commission, Directorate General GROW, F4 – Tourism, Emerging and Creative Industries
- **Bettina HELLER**, Programme Officer, Consumption and Production Unit, UN Environment
- **Raquel HUETE**, Senior Lecturer in Sociology & Tourism Studies, University of Alicante, Spain
- **Marie-Antoinette MAUPERTUIS**, Professor in Economics, University of Corsica, Executive member of the Corsican regional authority and President of the Corsican Tourism Agency, France

Session II Multi-level governance for regional tourism development

An integrated governmental policy approach, with input and support from industry and civil society, is necessary to address the multi-faceted challenges faced by the tourism industry. These include protecting, managing and enhancing natural and cultural resources, and developing the infrastructure and skills needed to meet expected future demand. Such an approach will help to secure the longevity of tourism as an economic and social force by focusing on environmental sustainability, inclusiveness, diversification, innovation and strategic improvements to productivity; rather than simply reacting or seeking to meet short-term objectives to stabilise, adjust or shift towards new market opportunities.

Session II will examine the roles of horizontal and vertical coordination and multi-level governance, industry and community engagement, and investment and financing, in supporting tourism as a catalyst for sustainable growth and regional development

Presentation: John F. BACHTLER, Professor, University of Strathclyde, Glasgow, United Kingdom, will present on the critical nature of effective multi-level governance in tourism policy development and the challenge of developing governance models capable of adapting to a rapidly changing environment.

Panel & Discussion

- **Georg SCHADT**, Director, Coordination Regional Policy and Spatial Planning, Federal Ministry for Sustainability and Tourism, Austria
- **Esther SCHLUMPF**, Project Manager, Regional and Economic Development Oberwallis, Switzerland
- **Helena HOLMBERG**, Vice President of the Committee for Regional Development, Västra Götaland, Member of NECSTouR, Sweden
- **Paul ARVANITIDIS**, Senior Director Tourism Policy, Innovation, Science and Economic Development, Canada

Session III Global trends and future key issues

The future of tourism will be impacted by large-scale social, economic, political, environmental and technological changes, bringing new and often unseen challenges, threats and opportunities. These “megatrends” are slow to form, but once they have taken root, exercise a profound and lasting influence on human activities, processes and perceptions, including for tourism. Four megatrends are likely to have significant impacts and relevance for tourism: i) evolving visitor demand; ii) shift to sustainable tourism growth; iii) enabling technologies; and iv) travel mobility.

The exact outcomes of these trends are typically uncertain. However, in order to begin to look forward, governments at all levels must first have a clear sense of the value of tourism for their economies and invest accordingly. They need to have a clear strategic vision with well-articulated objectives, and adopt an integrated approach bringing together key stakeholders. Developing comprehensive long-term plans that extend beyond the political cycle – while maintaining the flexibility to quickly identify and respond to emerging trends and evolving priorities – provide a stable platform for sustainable and inclusive growth.

Session III will explore the multidimensional implications of global trends likely to transform the face of tourism by 2040, with a focus on the shift to sustainable and inclusive development, and the potential implications for destinations.

Introduction/presentation: Peter HAXTON, Policy Analyst, OECD will present results from the OECD Tourism Committee activity on *Analysing megatrends to better shape the future of tourism*, and *Managing tourism for sustainable and inclusive growth*, with a focus on tourism’s role as a catalyst for sustainable development.

Panel & Discussion

- **Jessica HALL**, Assistant Director for Services, International Engagement Section, Department of Foreign Affairs and Trade, Australia
- **Günter SALCHNER**, Regional Management Außerfern, Tyrol, Austria
- **Liisa KOKKARINEN**, Manager Regional Partnerships – Lapland; Project Manager - Sustainable Arctic Destination; Business Finland, Visit Finland
- **Sérgio GUERREIRO**, Chair of the OECD Tourism Committee & Senior Director for Knowledge Management & Innovation, Turismo de Portugal

Annex I Speaker bios and key messages

Moderator

- **Richard DENMAN**, Director, The Tourism Company, MA PhD FTS

Bio - Richard is an international expert in sustainable tourism and destination management, with over forty years experience in the sector. Following a masters degree in economics from the University of Cambridge and a doctorate from the University of Edinburgh based on tourism research, he worked in development and marketing roles for the tourist board in central England. Since 1990 he has been Director of The Tourism Company, undertaking consultancy projects in over 50 countries worldwide. Richard has produced many policy documents and good practice studies for the World Tourism Organization (UNWTO) and for other UN bodies and international agencies, including the OECD. He was an active member of the European Commission's Tourism Sustainability Group and author of their report *Action for More Sustainable European Tourism*. He is an Associate Technical Director of the Global Sustainable Tourism Council.

Session I

- **Matteo BOCCI**, Senior Associate, ECORYS Brussels

Bio - Matteo has 20 years of professional experience in research, knowledge generation and sharing. He worked for research and consulting organisations, as well as public institutions. Matteo has been in charge of strategic studies, evaluations and impact assessment for the EU Institutions (Commission, Parliament) in a variety of policy fields. Amongst those sustainable tourism, employment, innovation, information society, good governance. He has managed several workshops, surveys, focus groups and consultations across the EU 28 and in overseas countries (ENI South/East, Sub Saharan Africa and Latin America). Matteo holds a Double Degree MPA at Sciences Po Paris and the London School of Economics. Fluent in English is native Italian and has good working knowledge of French, Portuguese and Spanish.

Key messages – Having in mind the diversity of the activities and effects, **tourism is not “just” a sector per-se, but rather a booster for other relevant sectors and activities**. Tourism-related activities touch upon a number of challenges, which, if properly addressed, would become opportunities to boost the competitiveness of the sector across the EU. Tourism initiatives can be instrumental in fostering a range of additional results across its complex value-chains: from its interlinkages with creative industries, to its essential role in fostering sustainable infrastructures and circular models for local economies, up to the increased embeddedness of touristic products/services into ICTs and social media (Tourism 4.0).

Tourism activities are therefore strongly related to local and regional strategies, although the types of effects expected by such interrelation may vary depending on a number of factors. Furthermore, tourism projects may be linked to various elements of the local strategies: environmental protection, regional development, social and economic development, and increased connectivity. EU countries and territories have different approaches in fostering the contribution of tourism to local/regional strategies and those should be reflected in their Smart Strategies.

- **Ramune GENZBIGELYTE-VENTURI**, Policy officer, EC, DG GROW, F4 – Tourism, Emerging and Creative Industries

Bio - Ramune is a Policy officer at the European Commission working in the Tourism, Emerging and Creative Industries Unit of the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs. The unit develops and supports EU policy initiatives aiming at competitive, sustainable and innovative tourism. Ramune is responsible for the sustainability perspective, synergy with the regional policy and contribution to the international affairs related to the enlargement and European Neighbourhood Policy. She also has experience in the Common Fisheries Policy and structural funds while working in Directorate-General for Maritime Affairs and Fisheries of the European Commission. Ramune holds a Master's degree in Public Administration and EU affairs as well as Philology.

Key messages – Tourism is an important economic activity for the EU, for some regions it is the main economic activity. Since the tourism sector is closely interlinked with other economic activities as well as with many policies (regional policy among them), the most effective way to address tourism is an integrated and strategic approach that mainstreams tourism across different policy areas and takes into account its horizontal nature. Macro-regional strategies, sea-basin regional strategies, Smart Specialisation Strategies often take on board tourism.

EU supports tourism industry around key, shared priorities: i) an enabling regulatory and business environment for tourism businesses, ii) sustainable tourism growth, iii) innovation and digitalisation, iv) skills for the future, v) promotion of Europe as tourism destination, and vi) support for EU tourism industry to access third markets.

It is also important to measure impact of tourism activity/growth on a location to allow for evidence-based policies and mitigate risks over the longer-term. Sustainable tourism growth is not possible without measurement in place. The challenges that the tourism sector is now facing are shared across the Member States. Such common, complex challenges are best addressed at trans-national and regional level and in close cooperation with stakeholders at all levels.

- **Bettina HELLER**, Programme Officer, Consumption and Production Unit, UN Environment

Bio - Bettina is a Programme Officer in the United Nations Environment Programme's Consumption and Production unit, where she coordinates the portfolio on eco-innovation, including its application by businesses in the tourism value chain. Previously, Bettina led projects in the area of consumer information, in particular around product sustainability communication, eco-labelling and product lifetime extension. Before joining UNEP, Bettina worked in the area of green industry at UNIDO.

Bettina completed her Master's Degree in Global Studies at the University of Vienna (Austria), University of California, Santa Barbara (USA) and University of Wroclaw (Poland), and holds a Bachelor's Degree in International Cultural and Business Studies from the University of Passau (Germany).

Key messages – An assessment UNEP undertook of hotspots associated with the tourism value chain in Small Islands Developing States (SIDS) revealed that key impacts relate to the provision of services (e.g. water and energy supply); the built environment (e.g. powering and cooling hotels and restaurants), and the production and consumption of food and beverages. A practical tool to address those impacts – and that can be upscaled to the regional level – are [roadmaps](#) which offer systemic solutions (for instance around food waste, energy, plastics and the use of certification), and are adapted to existing policy frameworks. These roadmaps support both the achievement of the UN Sustainable Development Goals and the targets identified by the Nationally Determined Contributions of each country under the Paris agreement.

- **Raquel HUETE**, Senior Lecturer in Sociology & Tourism Studies, University of Alicante, Spain

Bio – Raquel is a Senior lecturer in Sociology and Tourism Studies at the University of Alicante (Spain). She holds a PhD in Sociology and a BA in Tourism Management. Prior to teaching at the university, she worked as a travel agent and tourist guide and, she held several positions related to Higher Education Management. She held a position as Director-General for Tourism at the Region of Valencia Government from January 2016 to the end of 2018.

Raquel is a researcher at the University Institute for Tourism Research. Her current interests are focussed on lifestyle mobilities, public opinion on tourism and labour market in tourism sector. She also collaborates in some international projects and networks, and has been a researcher and visiting professor at several universities in Europe, Asia and South America.

Key messages – Tourism is a sector that drives regional growth and development, creates millions of jobs, spurs exports and investment and transforms peoples' lives; a sector that supports the sharing of cultural diversity and values and actively contributes to gradual consolidation of a European identity. Nevertheless, at the regional level, various challenges emerge such as dealing with the effects of the

increasing scale of mass tourism, protecting areas of natural beauty and cultural heritage. Given that tourism jobs are usually low-paid, seasonal and of a high intensity, regional governments need to invest in new vocational training and skills acquisition actions for locally employed personnel, in order to keep their human capital and better match tourism market requirements. Finally, it is critical to accelerate the digitalisation of SMEs in the tourism industry and transform the tourism destinations into smart tourism destinations.

- **Marie-Antoinette MAUPERTUIS**, Professor in Economics, University of Corsica, Executive member of the Corsican regional authority and President of the Corsican Tourism Agency, France

Bio - Marie-Antoinette teaches Tourism Economics and Regional Development at the University of Corsica since 1995. She's also Chief Manager of the *Unité Mixte de Recherche CNRS LISA*, a multidisciplinary research unit focused on sustainable tourism, cultural heritage management and territorial dynamics programmes. She has published various scientific papers and book chapters on destination cycles, environmental and social sustainability of tourism.

Since 2016, she is a Member of the *Conseil exécutif de la Corse* (Executive Council of Corsica), in charge of Tourism and International Affairs. She is also the President of the *Agence du Tourisme de la Corse*.

Key messages – since the 60's, mass tourism has been the predominant form of tourism on the island of Corsica, representing 24% of regional GDP (transport excluded). These touristic flows are spatially concentrated on the seaside in summer, and as such, in some hotspots, the pressure due to mass tourism is detrimental to environmental and cultural assets but also to the quality of life of the people leaving in the Island. In the last past years, the development of low cost flights and AirBnB has strengthened these tendencies.

Two years ago, l'*Agence du Tourisme de la Corse* – the regional authority in charge of the development of tourism in the island – presented a new model of development which was adopted by l'*Assemblée de Corse* (the Regional Council). This new pattern is based on reinforcing the competitiveness of the island, protecting the environment, promoting history, identity and gastronomy, and observing the Corsican residents' attitudes towards tourism, just to name a few. While there has been some tangible success, a range of organisational, economic and legal obstacles have been identified.

Session II

- **John F. BACHTLER**, Professor, University of Strathclyde, Glasgow, United Kingdom

Bio – John is Professor of European Policy Studies and a Director of EPRC at the University of Strathclyde. He has a BA (Hons) in Geography from the University of Wales and undertook postgraduate research at the University of Birmingham. His research experience is principally on regional and industrial development in Europe, encompassing the regional policies of the EU28 Member States and Candidate Countries, the structural and cohesion policies of the European Union and EU enlargement. He has led EPRC research on regional policy as well as the evaluation of Structural Fund programmes, EU regional development strategies and the implementation of the Funds. Recent work focuses on administrative capacity and the implementation of EU Cohesion policy. He has published books, chapters, articles and research papers on regional economic development and regional policy as well as on policies for the service sector, multinational location factors, and inward investment policies in Europe and European economic integration.

Key messages – Effective multi-level governance is critical for the successful development of tourism policy, given the need for collaboration between the public and private sectors, and the requirement for vertical and horizontal coordination across different levels of government. This is heightened by the pressures for innovation, inclusion and – most of all – sustainability. The challenge is to develop models of governance, which may involve different geographies, institutional mechanisms and networks, capable of adapting to a rapidly changing environment, and with the requisite institutional capacity.

- **Georg SCHADT**, Director, Coordination Regional Policy and Spatial Planning, Federal Ministry for Sustainability and Tourism, Austria

Bio – Georg is currently Director of the Directorate for Coordination of Regional Policy and Spatial Planning at the Austrian Federal Ministry for Sustainability and Tourism since 2018. Prior to this he was Director of the Department for Coordination of Regional Policy and Spatial Planning at the Austrian Federal Chancellery since 2011. He has been the Head of the Austrian Delegation to the OECD TDPC/RDPC since 2009 and Deputy Chairman since 2011.

Since the Accession of Austria to the European Union in 1995, Georg has contributed to the development and implementation of EU Cohesion and Spatial Development policies in Austria and at EU-level in different leading positions. Before joining the Federal Chancellery worked as researcher at the Centre for Public Administration Research and for the Austrian Institute of Economic Research, Vienna. He holds a Master's degree in Economics from the University Vienna.

Key messages – In the context of the multi-level governance system in Austria and against the background of a federal state, the importance of regional governance as translator and facilitator for effective implementation of sectoral policies at the regional level has constantly risen. A recent study in this field has shown that these potentials have not yet been fully exploited, despite the fact that regional development organisations have been successful in capacity building and in managing policy integration on the field. This includes the promotion of regional tourism, which constitutes an important pillar of regional development in many Austrian regions. The study has identified key elements and favourable framework conditions for better integrating the regional level in the Austrian multi-level governance system.

- **Esther SCHLUMPF**, Project Manager, Regional and Economic Development Oberwallis, Switzerland

Bio – Esther is a Project Manager in Regional Development, Regional Centre for Economic Development in the Upper Valais Region, Switzerland, where she is responsible for the initiation, management, and implementation of projects in the region across a variety of sectors (public / private, economy, tourism etc.), and strategic planning, knowledge management and development, measurement of project impacts. She has a PhD in Geography, from the University of Basel, a Diploma of Advanced Studies (DAS) in Urban and Regional Management, and a Master of Arts in Geography and History (University of Basel, Switzerland).

Key messages – Governance is a central success factor in regional development. In the Swiss Canton of Valais, two complementary approaches have proven to be relevant. **Project-related cooperation** is a means of dealing with complex and multi-layered decision-making processes: it enables flexibility and efficiency because the relevant actors jointly initiate, steer and finance an initiative. The project perimeter is defined by the question and allows thinking and acting in functional spaces. The cooperation and its effect takes place across sectors, communities and companies. A horizontally and vertically networked **regional development organisation** serves as a center of competence for regional development. It does not form an own political or administrative authority, but bundles competences in the areas of project and process management, project financing, local networks and political processes. It supports local actors in the realisation of their projects, serves as a regional strategic driving force and is independent of political and content-related interests.

- **Helena HOLMBERG**, Vice President of the Committee for Regional Development, Västra Götaland, Member of NECSTouR, Sweden

Bio – Helena is the vice chair of the Board of Regional Development of the *Västra Götaland* Region in West Sweden. The board works with infrastructure, trade and industry development, climate efficiency, support of entrepreneurs, etc. She represents the Liberal Party, and has extensive political experience from the local and regional level. Professionally Helena works with urban regeneration in the City of Gothenburg.

Key messages – If we develop attractive places where tourists want to stay, it will also increase the attractiveness to people who already live and work there when they can take part in experiences and services. This creates a ripple effect with new conditions for other industries and public services in these regions, with positive impacts on regional growth.

In order to achieve sustainable tourism, the Region is the engine, in a multilevel governance framework, working together with municipalities and the national level to create the cooperation needed to support companies in relation to destination development and sustainable business models.

- **Paul ARVANITIDIS**, Senior Director Tourism Policy, Innovation, Science and Economic Development, Canada

Bio – Paul is the Senior Director of Tourism Policy at Innovation, Science and Economic Development Canada (ISED). He works with Destination Canada, tourism stakeholders, and other federal departments to develop strategies in support of Canada's tourism sector. In 2019, he was a key architect of Canada's Federal Tourism Growth Strategy. Prior to his position at ISED, Paul was the Transportation Counsellor at the Embassy of Canada in Washington, DC. In this capacity, he was Transport Canada's official representative in Washington.

Paul has a Bachelor of Arts Honours degree in political science from the University of Manitoba, and attended graduate school at McGill University, also for political science. He studied Arabic at Bir Zeit University in Ramallah, Palestine and was a Research Fellow at the Inter-University Consortium for Arab Studies.

Paul began his career for the Government of Canada with the Department of Foreign Affairs and International Trade, where he was the Assistant Coordinator for the Middle East Peace Process. Beginning in 2004, he worked at Transport Canada, first as the Policy Advisor for the Canada-US land border, and later as the Senior Policy Advisor for the development of Canada's \$33 billion national infrastructure plan.

Key messages – Canada is a federation with 14 governments – one federal, ten provincial, and three territorial, in Canada's north. All levels of government have a significant role in tourism and yet efforts among them to strategically align resources and to identify common objectives have been rare.

Recognizing that Canada currently is in a low-growth environment in which public budgets are expected to be stagnant, strategic alignment and enhanced collaboration among all levels of government have been identified as a means to achieve more and to have a higher impact with existing resources. To this end, the Government of Canada has recently been working with the sub-national level to enhance inter-governmental collaboration and alignment in tourism marketing and product investment through three fora: 1) The Canadian Council of Tourism Ministers; 2) The "North Star 22" Destination Marketing table; and, 3) Regional Tourism Investment Groups.

Session III

- **Peter HAXTON**, Policy Analyst, Regional Development and Tourism Division, OECD

Bio – Peter is a Policy Analyst with the Regional Development and Tourism Division of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities. With the OECD for nearly 10 years, Peter is currently responsible for the OECD Tourism Committee's work on Managing Tourism Development for Sustainable and Inclusive Growth. Before joining the OECD, Peter worked as a Senior Tourism Development Manager with the London Development Agency. He has also held Senior Policy Advisor roles with both Tourism Queensland and the Australian Department of Industry, Science and Resources.

Key messages – A shift is needed, away from a growth-paradigm that often values increasing visitor numbers as the primary objective, without considering the capacity of destinations to cope with increased tourism or other policy goals, to one better reflecting the policy integration necessary to overcome

significant interlinked policy challenges, and able to deliver a sustainable vision for the future. A future where tourism 'success', is not measured in visitor numbers alone, but rather one that focusses on the positive impacts that tourism can provide at the destination level and the benefits delivered to local economies and communities.

Horizontal and vertical policy co-ordination and closer integration of multiple policies are necessary to support a more strategic and co-ordinated approach to growth. Long-term strategies and policies focused on promoting quality employment and job creation, skills development, entrepreneurship, innovation, effective investment, and integrated regional development, are integral to achieving tourism growth that is both sustainable and inclusive.

- **Jessica HALL**, Assistant Director for Services, International Engagement Section, Department of Foreign Affairs and Trade, Australia

Bio – Jessica is currently Assistant Director, Services International Engagement Section, in the Investment and Economic Division of the Australian Department of Foreign Affairs and Trade.

Overseas she has served as Attaché Development in Vanuatu (2015-2016). In Canberra, Jessica has worked on Australia's development cooperation with Indonesia (2016-2019) and headquarters relationship with the World Bank (2013-2015). Between 2011 and 2013 she served in a number of roles at the Department of the Prime Minister and Cabinet including as liaison officer to the Minister Assisting the Prime Minister.

Jessica holds a Masters of Public Policy from the Australian National University (2017) and a Bachelor of Arts: International Studies (Hons) (2010) from RMIT where she also served as a member of the University board (2009). She worked for the Victorian Department of Justice as a project management specialist (2010) and as a policy officer at the Victorian Department of Premier and Cabinet (2009-2010).

Key messages – Australia's Tourism 2030 Agenda: This will build on the success on the Tourism 2020 strategy with an increased focus on the opportunities and challenges of digitalisation and sustainability. The vision of this strategy is focused on how the visitor economy can enrich the lives of all Australians.

The challenges Australia faces in regional dispersal of tourism: Australia's geography presents unique challenges. To make the most of the opportunities presented by regional tourism we will look to leverage off existing programs such as the Building Better Regions Fund (BBRF), the Regional Deals, the Regional Tourism Infrastructure Investment Attraction Promotion Strategy and Tourism Australia's marketing which is underpinned by iconic regional destinations.

- **Günter SALCHNER**, Regional Management Außerfern, Tyrol, Austria

Bio – Günter studied ecology at the University of Innsbruck and business management at the Management Centre Innsbruck. Since 2001 he has been the manager of the local development association of the district of Reutte, a rural area in the Austrian Region of Tyrol (see www.rea.tirol). In his job, tourism plays a key role in driving local development. A good example of this approach is the long distance hiking trail "Lechweg" (see www.lechweg.com). This product has been introduced into the market in 2012 and is still a best seller for international tour operators specialized in hiking tourism. Günter is a member of program steering committees (Interreg Austria-Germany/Bavaria 2014-2020, Investment in Growth and Employment Austria 2014-2020) and an Austrian guest member of the Bavarian Working Group of the German Academy for Spatial Science and Regional Planning.

Key messages – If tourism shall drive sustainable regional/local development also in the future we must achieve a shift from a mono-sector to a holistic approach and from talking to acting. Tourism destinations have to be perceived as multifunctional spaces in which the interests of tourists, locals, private businesses and workers have to be brought together.

- **Liisa KOKKARINEN**, Manager Regional Partnerships – Lapland; Project Manager - Sustainable Arctic Destination; Business Finland, Visit Finland

Bio – Experienced and educated in Arctic matters and sustainable tourism development, Liisa has been working in travel industry for 20 years in both private and public sector.

At Visit Finland Liisa heads the 'Sustainable Arctic Destination' programme, with an aim to shift the travel industry towards even more sustainable future. As a part of the programme, Visit Finland has created a 'Sustainable Travel Finland' concept. This is a low threshold development tool, which requires serious commitment and private-public partnerships. It is built with passion to assist Finnish travel companies and destinations to adapt sustainable practices.

Key messages – Tourism is growing at a phenomenal pace, and this is expected to continue. At the same time, an unstable and warming climate is putting more pressure on sparsely populated Arctic countries, such as Finland, which are now seen even more favourable destinations to visit. Increasing travel business in the Arctic region requires responsibility that takes into account the vulnerability of nature, vitality of the local communities, the rights of indigenous peoples and the need to ensure safety and quality. From the destinations this requires even more proactive tourism planning to ensure the growth is smart, well managed and governed and especially, sustainable.

- **Sérgio GUERREIRO**, Chair of the OECD Tourism Committee & Senior Director for Knowledge Management & Innovation, *Turismo de Portugal*

Bio – Sérgio is currently Senior Director for Knowledge Management and Innovation at *Turismo de Portugal*, being in charge of statistics, business intelligence, sustainability, entrepreneurship and innovation. He is also responsible for the program Tourism 4.0, an integrated program to foster innovation in the tourism sector involving more than 350 start-ups. Prior to this role, he was Director for Research and responsible for International Affairs.

He is currently Chairman of the OECD Tourism Committee and Chairman of the European Travel Commission's Market Intelligence Group. He is also a World Economic Forum's Agenda Contributor.

Sérgio is currently visiting lecturer at NOVA IMS, ISCTE-IUL and Universidade Europeia (Lisbon), teaching in the fields of International Tourism Management, Market Trends &, Innovation, Product Development and Sustainability.

Key messages – Global trends show clearly the need for change in terms of tourism policies, towards a long-term, more inclusive and sustainable tourism destinations. The increasing complexity of the decision-making process both for Governments and the private sector require a more horizontal approach in tourism policy and better coordination between public and private sectors.

Portugal launched in 2017 a strategy for the next 10 years based precisely in this principles: a holistic and widely participated process of planning towards a shared strategy and the development of public-private partnerships as a vehicle for designing better product development and innovation, to improve marketing efficiency and to foster investment.