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Managing quality in tourism destinations

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1



MAIN ISSUES RELATED TO QUALITY FOR TOURISM DESTINATIONS



2

Main issues related to quality management in local and national tourism destinations?



<u>Syndromes</u>	<u>Solutions</u>	
<ul style="list-style-type: none"> The "elephant"  	<ul style="list-style-type: none"> Step by step  	→
<ul style="list-style-type: none"> The "maze"  	<div style="text-align: center;">  <p>Destination</p> <ul style="list-style-type: none"> •Product/service and/or quality management •Compulsory/voluntary </div>	→
<ul style="list-style-type: none"> The "push/pull"  	<div style="text-align: center;">  <p>Public sector private sector</p> </div>	→



3



Are there international quality norms for tourism?

There is **no international norm** which provides a **complete response** for the whole tourism sector, but there are **numerous local, regional and national referents**, which can be used as examples of **"good practice"**

The setting up of **international standards / referents / best practice** is common practice in other sectors of activity



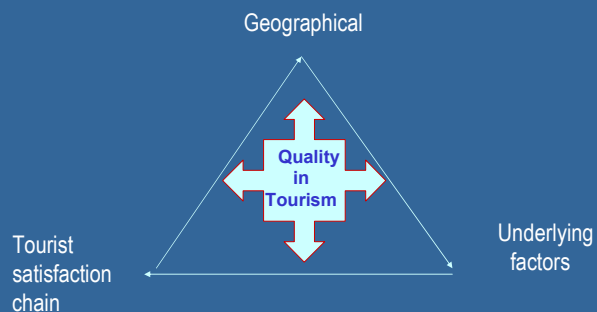
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Who is currently promoting / taking part in the establishment of international standards?

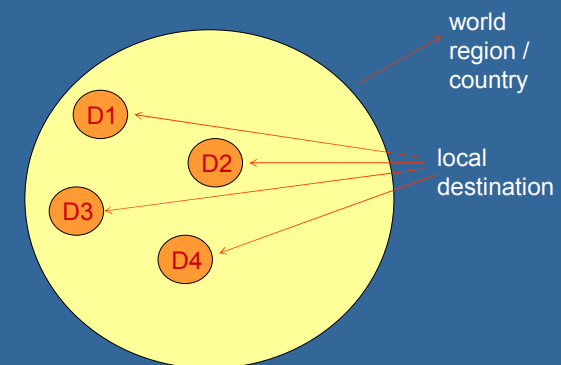
- **The UNWTO**: standing point on its agenda; TedQual certification
- **The ISO**, especially the recently established technical committee on "Tourism and Related Services" (ISO/TC 228)
- **The Council for Trade in Services of the World Trade Organization**: promoting disciplines/ codes of conduct
- **National consumer platforms**, especially in Europe
- Various **tourism industry forums**: such as international airports and rural tourism establishments in Europe
- **National institutions**: defining new standards for tourism activities
- **Private sector**: accommodation chains, tour operators, GDS systems, etc.

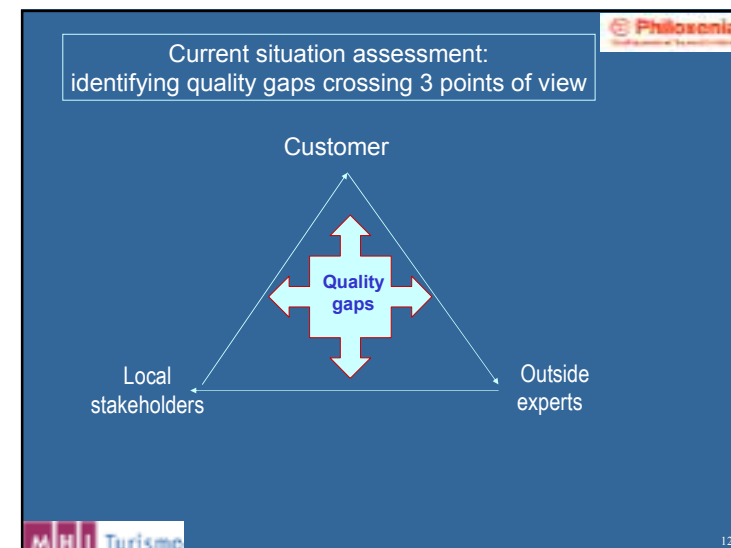
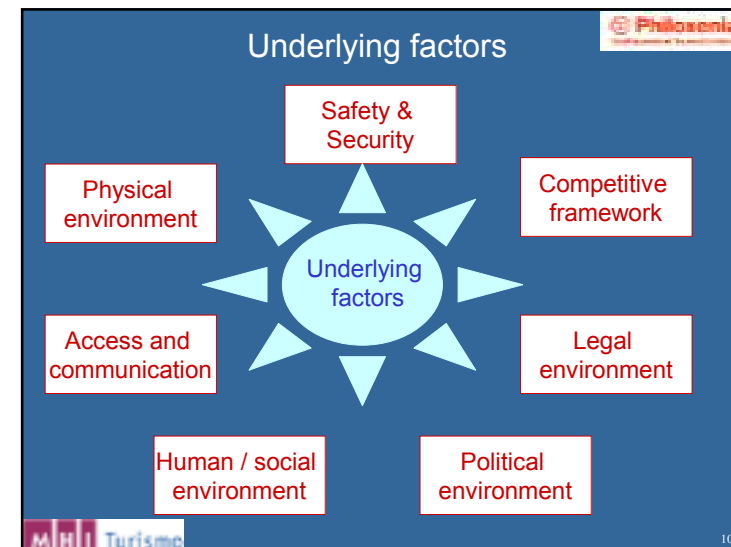
FOCUSED APPROACH TO QUALITY FOR TOURISM DESTINATIONS

Application scope of quality in tourism destinations



Geographical scope







Cross-sector quality factors and quality management tools

15 cross-sector factors

↓

45 quality management tools which can be applied across all sectors to improve the 15 factors

- 1- Technical skills
- 2- Languages
- 3- Attitude
- 4- Personal appearance
- 5- Security
- 6- Environment
- 7- Maintenance
- 8- Cleanliness
- 9- Information
- 10- Price/quality relationship
- 11- Product variety
- 12- Additional services
- 13- Service speed/efficiency
- 14- Opening Hours
- 15- Sign posting system

MHI Turismo

The present international situation concerning the degree of use of tourism quality systems

In local or national tourism destinations:

- **In general:** a high level of interest but a very low level of use. Very recent technology still at a very experimental stage.
- **Product certification:**
 - Several initiatives exist (including the WTO) which establish indicators, but there are no certification systems

MHI Turismo

The present international situation concerning the degree of use of tourism quality systems

In local or national tourism destinations:

- **Quality management systems:**
 - Several initiatives in national destinations (Spain, Switzerland, Italy, Malta, ...)
 - Numerous initiatives in the field of the environment with public or private certification: more than 100 certification labels have been identified in the world although few of them really stand out more than the others.

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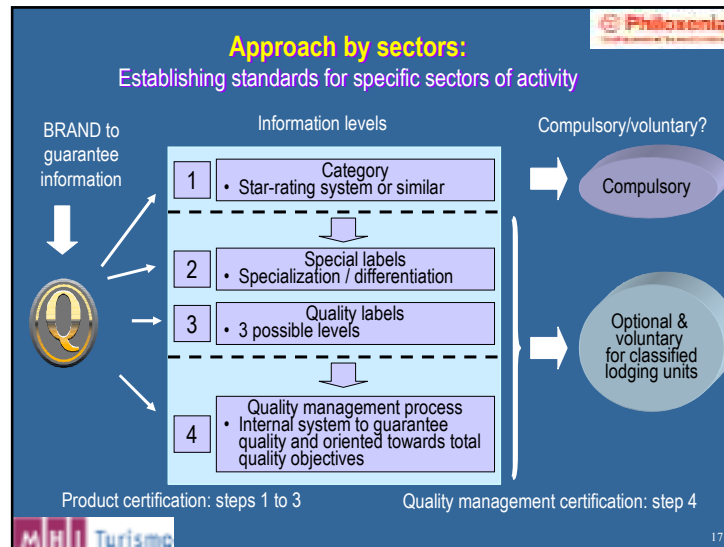
Reference schemes: Spain

➤ **SICTED: Integrated Quality System for (Local) Tourism Destinations**
<http://www.sgt.tourspain.es/paginas/CalidadDestinos/SistemaIntegral.asp?menu=integral&scroll=cdestinosSictedIntro>

➤ **“Excellence” Plans for mature destinations**
<http://www.sgt.tourspain.es/paginas/CalidadDestinos/PlanesExcelenciaMapa.asp?menu=excelencia&scroll=planexce>

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<http://www.sgt.tourspain.es/paginas/CalidadDestinos/PlanesExcelenciaMapa.asp?menu=dinamizacion&scroll=dinamiza>

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Defining and managing quality in the destination

Creating a management body for tourism quality in the destination, based on a public-private partnership, whose objectives should be:

- Generating awareness regarding quality issues among public and private organizations in the destination and the local population
- Defining quality values, criteria and indicators encompassing the whole quality chain
- Building up consensus (in charge of the management body) among local stakeholders regarding quality issues, priorities and action plans.
- Monitoring quality improvement programs, performance indicators and dynamising the overall quality improvement process in the destination

Logos: Philoxenia, MHI Turismo

How the “Management Body” can lead the elaboration process of quality indicators for destinations

Step 1:
understanding the overall scope of quality

Step 2:
assessing the current situation of the destination to identify improvement priorities by sectors of activity / cross-sectorial factors

Step 3:
defining the core businesses as a tourism destination (urban, cultural, coastal, natural, etc.)

Step 4: using international references as a benchmark to establish its own list of standards

Logos: Philoxenia, MHI Turismo

What tourism destination managers should think about?

Based on the presentation, think about the following issues:

How do you see the application of these international best practices in your Regional, National or Local context:

- How much can be applied?
- How much needs to be adapted, in which scope and how?
- Do we need to add any other practice?

A systematic approach is proposed in UNWTO worksheets for tourism destinations:
http://www.unwto.org/quality/std/en/pdf/03_2_fm_cia_dest.pdf

Logos: Philoxenia, MHI Turismo

What tourism destination managers should think about?

Specific issues to be addressed, related to the design and implementation of a quality system for a tourism destination:

- Technical system: which norms and standards should be adopted?
- Which kind of auditing, certification and accreditation system should be implemented?
- Which management and organization system of public-private partnership should be recommended?
- Internal promotion (among organizations within the tourism destination): which actions should be undertaken?
- External promotion to tourists, intermediaries and sponsors (press for instance): which actions should be undertaken?
- Financing system: how to fund all the above?

Five keys to success for managing quality in tourism destinations



1. Value chains and weight on "intangibles"
2. Step by step
3. Independent audit and certification



4. Public-private co-operation
5. Strong link with individual company & destination promotion

HOLISTIC APPROACH TO QUALITY

Quality = sustainability

WTO indicators of sustainable development for tourism destinations

http://www.world-tourism.org/frameset/frame_sustainable.html

The new guidebook describes over 40 major sustainability issues, ranging from the management of natural resources (waste, water, energy, etc.), to development control, satisfaction of tourists and host communities, preservation of cultural heritage, seasonality, economic leakages, or climate change, to mention just a few.

For each issue, indicators and measurement techniques are suggested with practical information sources and examples. The publication also contains a procedure to develop destination-specific indicators, their use in tourism policy and planning processes, as well as applications in different destination types (e.g. coastal, urban, ecotourism, small communities). Numerous examples and 25 comprehensive case studies provide a wide range of experiences at the company, destination, national and regional levels from all continents.

Agenda 21

<http://www.unep.org/>



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Small business, big possibilities

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Agenda 21 and Tourism

<http://www.uneptie.org/pc/tourism/home.htm>



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Agenda 21 and Tourism

• Key Aspects

- Establish effective structures for the participation of tourism agents;
- Design a sustainable tourism strategy integrated into local development and linked with the destination's other productive and economic activities;
- Identify and implement a set of actions for the economic, social and environmental sustainable development of the destination.



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GREEN GLOBE

<http://www.greenglobe21.com/>



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28





GREEN GLOBE

• **Key data**

- A global system for the **Benchmarking, Certification and Improvement for Sustainable Tourism**.
- Based on **Agenda 21** and the **principles for Sustainable Development** approved by the Earth Summit in Rio de Janeiro.
- Provides companies, communities and consumers with a **guide for sustainable management**.
- Specific certification standards have been developed for **Ecotourism**.
- With members in approximately **50 countries**.

List of sectors for which indicators have been developed

Accommodation	Car hire	Marina	Campsites
Administration office	Convention centers	Railways	Vineyards
Aerial cableway	Cruise ships	Restaurants	Visitor centers
Airlines	Exhibition halls	Resorts	
Airports	Farm stay	Tour Operators	
Bus companies	Golf course	Tour company (wholesale)	


29





GREEN GLOBE

• **Main benefits**

- **Cost savings:** through the integrated focus on waste consumption
- **Competitively:** through the **Annual Benchmark Advisory Report** which allows comparison with Green Globe's own benchline.
- **Consumers:** greater orientation towards mayor orientation growing environmental awareness indicated by 84% of consumers.
- **Community:** Reduction of the Greenhouse Effect as part of the Benchmark process.




30




Other reference schemes: European Union


- **EMAS (Eco-Management and Audit Scheme)**
http://europa.eu.int/comm/environment/emas/index_en.htm
- **Towards quality tourism:** Integrated quality management (IQM) of:
 - Rural destinations
 - Coastal tourist destinations
 - Urban tourist destinations<http://europa.eu.int/comm/enterprise/library/lib-tourism/>


31

Thank you!



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32