Winter Academy

TAUNA

Tourism management for UNESCO designated sites in Natural Areas

24-29 November 2019
Trento & Dolomites World Heritage Site
ITALY

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Organizers
Autonomous Province of Trento
tsm-Trentino School of Management
OECD Trento Centre for Local Development
OECD Tourism Committee
UNESCO Dolomites Foundation

Partners
MUSE-Science Museum
Trentino Marketing

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Expert and Consultant for Sustainable Development Projects
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Filippo Lenzerini
Advisor
Presentation

The OECD Trento Centre for Local Development, in co-operation with the OECD Tourism Committee, the Autonomous Province of Trento, the tsm-Trentino School of Management and the UNESCO Dolomites Foundation are pleased to announce the first edition of

T.UN.NA
TOURISM MANAGEMENT FOR UNESCO DESIGNATED SITES IN NATURAL AREAS

that will take place from Sunday 24 until Friday 29 of November 2019 in Trento and the Dolomites World Heritage Site, Italy.

A learning environment for managers and professionals of natural areas

The Winter Academy T.UN.NA offers training for policy makers, managers and professionals actively engaged in managing tourism in natural sites listed under one of UNESCO programmes (World Heritage, MAB Man and the Biosphere, Global Geoparks). The participation is open also to those who work in natural areas outside of these programmes.

At the end of the course participants will:

- Acquire a deeper understanding of tourism management in natural areas;
- Learn how to implement effective solutions to the problems of unbalanced tourism development in natural areas;
- Develop expertise in putting in place effective strategies to drive the change towards sustainable goals within natural and protected areas.
**Objectives**

The main aims of the Winter Academy T.UN.NA are:

- To create an intercultural, international environment to share, compare, evaluate ideas and experiences around tourism management in the natural areas designated UNESCO sites;
- To set a common interpretation language to evaluate and discuss participants’ case studies as well as projects and local practices aimed at promoting tourism in a more sustainable way;
- To analyse the sustainable value-creation processes of nature-based tourism;
- To foster networking and debate around relevant case studies and best practices from the Trentino Alto Adige–Südtirol region (Italy) and across OECD;
- To promote online and offline social networks among participants and experts, both during and after the course, in order to exchange knowledge, practical experiences and work methodologies on tourism, sustainability and local development;
- To experience the Dolomites UNESCO World Heritage as a “live stage” for the innovation of public policy supporting sustainable tourism development.

**Methodology: sharing ideas under a strong conceptual framework**

The Winter Academy fosters a hands-on approach, which introduces participants to the overall conceptual and theoretical framework around the big challenges of sustainability and tourism and invites to work proactively and in creative ways.

The programme includes lectures, on-site visits and group work sessions in order to allow participants to consider practical examples and to engage with issues and dilemmas often faced by their organisations and institutions.

Everyday, international experts will bring powerful insights and state-of-the-art projects, with a substantial amount of time allocated to discussion and debate in order to generate and share knowledge. The Academy promotes a lively “community of practice” that allows participants to contribute to a collective intelligence through the exchange of experiences and ideas.

The case studies provided by participants in the application process are a fundamental part of the learning experience. Over three working days, all cases will be presented in different thematic sessions and analysed during facilitated group work sessions (Learning Lab). In the lead up to the Academy, T.UN.NA tutors will provide experienced coaching and support to participants in order to prepare effective case study presentations and group work sessions.

The Winter Academy is a unique opportunity to take advantage of powerful insights from international experts and develop one’s own project with the support and advice of fellow practitioners and experienced staff.

**The framework: megatrends and changes that affect tourism and environment**

The Winter Academy T.UN.NA will introduce methods, tools and practices of tourism management related to sites characterised by high natural interest, focusing on the following megatrends:

**DIGITAL TRANSFORMATION**

is radically changing the tourism industry, affecting interaction dynamics, communication and information strategies.

What kind of opportunities and threats does digitalisation imply in the conservation and development of natural sites?
CLIMATE CHANGE

will substantially affect the natural areas on a global scale. How is tourism management approaching this changing reality?

GLOBAL DEMOGRAPHIC EVOLUTION

also affects the offer of tourist services. How are UNESCO designated sites in natural areas getting ready to face the challenges of demographic change?

During the Winter Academy T.UN.NA, international experts will tackle these megatrends focusing on the context of the Dolomites area, in order to establish a crucial connection between global challenges and possible local solutions provided by tourism stakeholders and local communities.

Main topics and three dilemmas of the sustainable development of tourism

Tourism development in natural areas poses some new challenges. During the Winter Academy these challenges will be approached through the lens of three main dilemmas.

#1 Private vs public

Nature is a common good. Everyone has the right to enjoy it. But what is the best way to protect nature and, at the same time, to make it more accessible? The economic theory provides two approaches: public vs private management. However, many success cases around the world also suggest a third way to manage the natural good, which is somewhere in the middle between the private and the public and takes the best from the two approaches.

#2 Openness vs closure

The right to nature is present in many national constitutions. Nature is a source of health and well-being and the importance (and value) of nature is growing due to its scarcity in urban areas, where more than half of the world’s population lives today. Natural areas are more and more accessible today, thanks to infrastructures and technological innovations that help people experience nature as never before. But natural areas are under threat: the more accessible they are, the more exposed they are to crowds, pollution, traffic, noise. Some sites opted for the strict regulation of tourist flows, while many others tried to maintain a free and open access.

#3 Consumption and use vs experience

How to value a natural site? This important question drives the choices of public and private operators that manage natural areas. We can exploit a forest by cutting down all the trees, or by building some luxury resorts, but what remains for future generations? Is it only the current financial flow that determines the success of a tourism project or should we consider some other factors? How can we ensure sustainable development without compromising the natural resource itself? How should we design tourism development to find a balance between present and future stakeholders?

The challenges of the present, the vision for the future, global trends, accessibility, the environment are all crucial issues that need to be considered and discussed to ensure quality and sustainable management of Natural Areas. The Winter Academy T.UN.NA on Tourism Management for UNESCO designated sites in Natural Areas in Trento and the Dolomites was devised to address these challenges.
The Winter Academy is an itinerant training programme which will be organised across different sites of the DOLOMITES UNESCO NATURAL WORLD HERITAGE SITE in order to ensure a full immersion in the natural areas. http://www.dolomitiunesco.info/

**Working Language**
All sessions will be conducted in English.

**Dates & Venues**
The Winter Academy will take place on 24-29 November 2019 in Trento and the Dolomites, UNESCO World Natural Heritage Site, Italy.

**Applications**
In order to apply, candidates must complete the application form online at http://oe.cd/tunna by Sunday 20 October 2019 23:59 CET. Applicants must also provide:

- Personal and professional information.
- Motivations for participating in the Winter Academy.
- A case study (project, programme or initiative, which is currently being implemented or has concluded within the last 5 years and is directly related to the candidate’s professional experience).
- CV in PDF format.

**Selection**
The evaluation committee will carry out the selection process considering all information provided in the application form including the case study and CVs. The selection process will be finalised by Friday 25 October 2019. The maximum number of participants is 35.

**Admission Fee**
Selected candidates will need to complete enrolment by filling in the enrolment form and paying the admission fee of EUR 500. The admission fee includes:

- The participation in the Academy.
- The accommodation from 24 to 29 November included in 3* or 4* hotels.
- Full board during the course days.
- Transportation in Trentino during the week.

The transportation costs to and from Trento are not covered by the organisation. Participation will be confirmed once the organizers receive the admission fee, no later than Thursday 31 October 2019. Five full scholarships for participants under 35 are available. Please contact the organisers if interested.
Organizers and Partners

The OECD Trento Centre for Local Development is an integral part of the OECD (Organisation for Economic Cooperation and Development), whose mission is to promote better policies for better lives. The OECD facilitates a dialog among governments by comparing policy experiences, seeking answers to common problems, identifying good practices and working to co-ordinate domestic and international policies. The mission of the Trento Centre is to build capacities for local development in OECD member and non-member countries. The 2018-2020 vision combines an enhanced international role as capacity building provider for national and sub-national authorities on issues related to local development and a new development as a centre of excellence on issues related to spatial productivity. www.trento.oecd.org.

The OECD Tourism Committee analyses and monitors policies and structural changes affecting the development of domestic and international tourism since 1948. It provides policy-makers with concrete analysis of key challenges and policy responses that will shape tourism in the years to come. The Committee actively promotes an integrated, whole-of-government approach linking tourism to policies such as economy, investment, transport, trade, inclusive growth, employment, innovation, green growth, local development, SMEs and entrepreneurship. The Committee also supports work on tourism policy performance and evaluation through its tourism policy reviews. www.oecd.org/cfe/tourism.

tsm-Trentino School of Management is a consortium composed of the Autonomous Province of Trento, the University of Trento and the Region of Trentino Alto Adige-Südtirol. tsm is committed to both training and applied research in the public and private sectors, with a particular focus on the Trentino economy. The core activity of tsm is to provide training courses to public sector stakeholders, main actors (i.e. the Autonomous Province of Trento), related organisations and companies. By creating a growth-friendly environment, tsm supports a development vision based on life-long learning principles. At the local level, tsm stands out as an integral part of a system improving skills in the public administration, and a reference point for training and research in the Autonomous Province of Trento. www.tsm.tn.it.

The UNESCO Dolomites Foundation is the single point of contact with the Italian Ministry for the Environment and with the UNESCO World Heritage Site Committee and its job is to encourage communication and collaboration between the local authorities that manage and administer, according to their individual regulatory frameworks, the territory recognized by UNESCO as a World Heritage Site. While the provincial and regional authorities each retain their own administrative and governmental powers according to current legislation, the Foundation plays a fundamental role in coordinating and harmonising management policies for the Dolomites property, with the aim of devising a common strategy. www.dolomitiunesco.info

The Autonomous Province of Trento lies in the heart of the Alps, mid-way between two of the most highly developed areas in Europe: the Po valley and Bavaria. With its 530 thousand inhabitants and solid economic base, today Trentino offers levels of wellbeing and quality of life, which are among the highest in Italy and Europe. Trentino’s special Statute of Autonomy, in force since 1948, grants the Autonomous Province direct legislative, administrative and financial jurisdiction in fundamental areas, including education, health, industrial policy, transport, the university and tourism and allows it to administrate 90% of direct and indirect income collected within the Province. www.provincia.tn.it
Day 1
Trento

**WELCOME**

### Afternoon

**16.00-16.30**
Registration & Kick-off

Registration & welcome kit distribution

**16.30-17.30**
Introduction to the structure and objectives of the Winter Academy T.UN.NA

Alessandro Bazzanella  
T.UN.NA Course Coordinator, tsm|smtc School of Tourism and Culture Management, Winter Academy Facilitator

Gianluca Cepollaro  
Director tsm|step School of Territory and Landscape

Paolo Grigolli  
Director tsm|smtc School of Tourism and Culture Management

Filippo Lenzerini  
Expert and Consultant for Sustainable Development Projects, Advisor and Winter Academy Facilitator

Paolo Rosso  
Policy Analyst OECD Trento Centre for Local Development

**17.30-19.00**
Icebreaking Session

**19.00**
Welcome Dinner
MEGATRENDS AND CHALLENGES FOR TOURISM AND THE ENVIRONMENT

**Morning**

09.00-10.00  **Official Opening**  **Welcome Address**

Mario Tonina  
Vice President and Local Minister for Urban Planning, Environment and Cooperation, Autonomous Province of Trento

Michele Lanzinger  
Director MUSE-Science Museum

Alessandra Proto  
Head OECD Trento Centre for Local Development

Maurizio Rossini  
Managing Director Trentino Marketing

Sabina Zullo  
President tsm-Trentino School of Management

**Presentation of the Dolomites UNESCO World Heritage Site**

Marcella Morandini  
Director UNESCO Dolomiti Foundation

10.00-10.15  **Introduction to the day**

Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators

10.15-11.00  **Introductory lesson**  
**Managing UNESCO designated sites in natural areas: vision, collaboration, education**

Jonathan Baker  
UNESCO Regional Bureau for Science and Culture in Europe

Quick Q&A

11.00-11.30  **Coffee break**

11.30-13.00  **Guided Tour MUSE-Science Museum**

13.00-14.00  **Lunch**
Day 2
Trento Dolomites Val di Fiemme

Tourism management for UNESCO designated sites in Natural Areas

**Afternoon**

14.00-15.00  **Keynote Presentation**

*Megatrends Shaping the Future of Tourism*

Peter Haxton  
Policy Analyst Tourism Unit, OECD

*Debate*

15.30-17.00  **Group work Learning Lab**

*How are megatrends affecting UNESCO designated sites in Natural Areas?*

Participants will be divided in 5 groups to discuss the topics of the day based on personal and professional experience. Each group has a facilitator/tutor. At the end of the workshop, groups share their thoughts in an open debate (30 min).

17.00-17.30  **Conclusions and wrap up of the day**

Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators

17.30  **Bus transfer to Cavalese**

19.30  **Dinner**
PUBLIC VS. PRIVATE
Nature is a common good. Everyone has the right to enjoy it. However, what is the best way to protect nature and, at the same time, to make it more accessible? Many success cases around the world suggest a “third way” to manage the natural good, that is somewhere in the middle between the private and the public approach.

Morning

09.00-9.15 Introduction to the day
Alessandro Bazzanella, Filippo Lenzerini
Winter Academy facilitators

9.15-10.45 Problem setting
International experts illustrate their case studies focusing on how they deal with the topic outlined above and identifying the crucial challenges. Speakers explore the two sides of the dilemma providing interesting insights for the group work in the afternoon.

Managing sustainability in a state natural park area - the public approach
Borut Peric, Stojan Scuka
The Škocjan Caves UNESCO World Heritage and Biosphere Reserve, Slovenia

Case study regarding the private approach
Guest to be announced

10.45-11.00 Coffee break

11.00-12.30 Lectio Magistralis
The collective use of forest resources: the commons in the Dolomites UNESCO World Heritage (*)
Annibale Salsa
Anthropologist and expert of the Alps, he has taught Philosophical Anthropology and Cultural Anthropology at the University of Genoa. He was General President of the Italian Alpine Club (CAI) and President of the “Population and Culture” Working Group of the Alpine Convention. He is a member of the Scientific Committee of the tsm|step School for the Government of the Territory and Landscape and of the Museum of the Uses and Customs of the Trentino People and of the UNESCO Dolomites Foundation.

(*) The lecture is in Italian with simultaneous English translation

Q&A session

12.30 Lunch & transfer to afternoon location
Afternoon

14.00-14.15  Keywords from the morning and objectives for the afternoon  
             Short session led by Winter Academy facilitators

14.15-15.00  Case studies presentation  
             Participants briefly present their case study (5 minutes presentation related to the topic of the day).

15.00-17.00  Case study Learning Lab (2 sessions)  
             Case studies are the subject of the afternoon group work. Participants are asked to form groups – *learning labs* – around each of the case studies presented earlier. These facilitated groups can work on specific issues and challenges, analyzing the case studies and exploring the daily dilemma from different perspectives based on members’ experience and area of work. This can take place in two rounds depending on the number of case studies. At the end of the two sessions, groups share their findings and considerations in an open debate (30 min).

17.00-17.30  Conclusions and wrap up of the day

19.30  Dinner
OPENNESS VS. CLOSURE
Natural areas are in between private and public threat: the more accessible they are, the more exposed they are to crowds, pollution, traffic, noise. Some sites opted for the strict regulation of tourist flows, while many others tried to maintain a free and open access. Which is the best approach to guarantee sustainability?

Morning

08.00-9.00  Bus transfer to Val di Fassa

09.00-9.15  Introduction to the day
Alessandro Bazzanella, Filippo Lenzerini
Winter Academy facilitators

9.30-10.30  Study visit

10.30-11.00  Coffee break

11.00-12.30  Problem setting
International experts illustrate their case studies focusing on how they deal with the topic outlined above and identifying the crucial challenges. Speakers explore the two sides of the dilemma providing interesting insights for the group work in the afternoon.

Limited or full accessibility to natural areas?
Some cases from Südtirol
Renato Sascor
Natural Parc Fanes-Senes-Braies, Italy

The Nordic way to sustainable tourism in natural areas: nature enjoyment as a human right
Johanna MacTaggart
National Coordinator UNESCO Biospheres, Sweden

Debate

12.30-14.00  Lunch
Day 4
Dolomites
Val di Fassa

Afternoon

14.00-14.15 Keywords from the morning and objectives for the afternoon
Short session led by Winter Academy facilitators

14.15-15.00 Case studies presentation
Participants briefly present their case study (5 minutes presentation related to the topic of the day).

15.00-17.00 Case study Learning Lab (2 sessions)
Case studies are the subject of the afternoon group work. Participants are asked to form groups – learning labs – around each of the case studies presented earlier. These facilitated groups can work on specific issues and challenges, analysing the case studies and exploring the daily dilemma from different perspectives based on members’ experience and area of work. This can take place in two rounds depending on the number of case studies. At the end of the two sessions, groups share their findings and considerations in an open debate (30 min).

17.00-17.30 Conclusions and wrap up of the day

17.30 Bus transfer back to Cavalese

19.30 Dinner
CONSUMPTION AND USE VS EXPERIENCE

What factors should we consider to evaluate the success of a tourism project? How can we ensure sustainable development without compromising the natural resource itself? How should we design tourism development to find a balance between present and future stakeholders?

Morning

08.00-9.00  Bus transfer to Südtirol
09.00-9.15  Introduction to the day
            Alessandro Bazzanella, Filippo Lenzerini
            Winter Academy facilitators

9.30-10.30  Study visit

10.30-11.00  Coffee break
11.00-12.30  Problem setting
            International experts illustrate their case studies focusing on how they deal with the topic outlined above and identifying the crucial challenges. Speakers explore the two sides of the dilemma providing interesting insights for the group work in the afternoon.

Community based tourism in the Appennine mountains: the experience of living with the locals
I Briganti del Cerreto, Italy

The systemic management of a tourist destination: strategy, governance, product development, sustainability.
The case of bike tourism in Dolomiti Paganella
Luca d'Angelo
Director Paganella Dolomites DMO, Italy

Paolo Grigolli
Director tsm | smtc School of Tourism and Culture Management

Sabrina Pesarini
Head of Digital Marketing, Trentino Marketing, Italy

Debate

12.30
Lunch
Afternoon

14.00-14.15  Keywords from the morning and objectives for the afternoon
             Short session led by Winter Academy facilitators

14.15-15.00  Case studies presentation
             Participants briefly present their case study (5 minutes presentation related to the topic of the day).

15.00-17.00  Case study Learning Lab (2 sessions)
             Case studies are the subject of the afternoon group work. Participants are asked to form groups – learning labs – around each of the case studies presented earlier. These facilitated groups can work on specific issues and challenges, analyzing the case studies and exploring the daily dilemma from different perspectives based on members' experience and area of work.
             This can take place in two rounds depending on the number of case studies. At the end of the two sessions, groups share their findings and considerations in an open debate (30 min).

17.00-17.30  Wrap up of the day

17.30-20.00  Bus transfer from South Tyrol back to Trento. Stopping on the way to discover local products.

20.00  Dinner in Trento
**Tourism management for UNESCO designated sites in Natural Areas**

**CLOSING**

### Morning

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Details</th>
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<tbody>
<tr>
<td>09.00-09.15</td>
<td><strong>Introduction to the day</strong></td>
<td>Alessandro Bazzanella, Filippo Lenzerini</td>
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<td>Winter Academy facilitators</td>
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<tr>
<td>09.15-10.30</td>
<td><strong>Setting the future scene</strong></td>
<td>Expert TBD</td>
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<td>10.30-11.00</td>
<td><strong>Coffee break</strong></td>
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<tr>
<td>11.00-12.00</td>
<td><strong>Learning Lab: closing session</strong></td>
<td>One last session of group work to unpack the last issues and insights and evaluate the week’s experience. At the end of the session Winter academy participants share their conclusions.</td>
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<tr>
<td>12.00-12.45</td>
<td><strong>Main results from the Winter Academy on Tourism Management for UNESCO designated sites in Natural Areas</strong></td>
<td>Alessandro Bazzanella, Filippo Lenzerini</td>
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<td>Winter Academy facilitators</td>
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<td>12.45-13.30</td>
<td><strong>Certificate ceremony &amp; Official closing</strong></td>
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<td>13.30-15.00</td>
<td><strong>Networking lunch</strong></td>
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Winter Academy

Tourism management for UNESCO designated sites in Natural Areas

24-29 November 2019

VENUES
Trento
OECD Trento Centre for Local Development
MUSE-Science Museum
tsm-Trentino School of Management

Various locations in the Dolomites World Heritage Site
Val di Fiemme
Val di Fassa
Alto Adige-Südtirol

INFORMATION
OECD Trento Centre for Local Development
elisa.campestrin@oecd.org | www.trento.oecd.org

tsm-Trentino School of Management
paola.flor@tsm.tn.it | www.tsm.tn.it

@OECD_local | @tsmtnit | @DolomitesUNESCO | @ProvinciaTrento

OECD Trento Centre for Local Development
Vicolo San Marco 1, 38122 Trento, Italy
cfetrento@oecd.org | www.trento.oecd.org

This event is part of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities activities.

The OECD Centre for Entrepreneurship, SMEs, Regions and Cities provides comparative statistics, analysis and capacity building for local and national actors to work together to unleash the potential of entrepreneurs and small and medium-sized enterprises, promote inclusive and sustainable regions and cities, boost local job creation, and support sound tourism.

This activity is part of the project “Valorisation of the territory through integrated management and communication actions by WHS Dolomiti UNESCO” supported by the Bordering Municipalities Fund.

With the support of