

Capacity Building Seminar

Trento, 26 - 29 November 2012

Third edition

DEVELOPING TOURISM OUTSIDE OF ESTABLISHED LOCALITIES

Ideas and practices for a
“mission possible”

Final agenda

Training Centre for International Cooperation
OECD LEED Trento Centre for Local Development
Vicolo San Marco 1, Trento, Italia

BACKGROUND

The central concern of this capacity building seminar is to understand how tourism policies can contribute to aggregate performance in primarily rural and marginal localities, where tourism opportunities are not fully exploited. The discussion will not only be in terms of economic growth, but of a broader development agenda as well, integrating equity and environmental objectives.

Tourism is generally considered to be a prime engine for achieving local development in all local contexts where there are valuable assets (cultural heritage, nature, historical cities, etc.), but sometimes tourism is incorrectly considered to be a “panacea” for local development. On the contrary, tourism is a sophisticated and, more importantly, highly integrated development tool. A policy approach that takes into account some specific assets, that are by definition located in a particular place and seeks to co-ordinate the various policies affecting that place, is more likely to achieve coherent, multi-sector policy outcomes than one relying on tourism-wide policies that are “spatially blind”¹. Attention must be paid not only to the economic horizontal and vertical linkages, but also to the way in which local communities, and their social and economic development, can be an integral part of enhancing the tourism experience.

OECD studies on regional and local development show that the growth performance of a locality is shaped by such factors as amenities, accessibility, size, demographics, industry specialisation and agglomeration effects. Significantly, the principal growth drivers are endogenous, like location or natural or cultural resource endowments. Rather, they can be affected by public policies. These factors complement each other in different ways and this is where location and geography matters. The performance of a region will thus depend to a great extent on how well it manages to exploit and mobilise its own assets and resources². The same approach should be considered by tourism development policies.

In addition, the complexity of the challenge of the development of tourism in a given locality, particularly concerning minor touristic territories, is very high.

In this framework, the capacity building seminar will focus on three main issues:

1. Developing an integrated **strategic vision** for tourism.
2. Using of modern **communication** for promoting and giving value to localities by exploiting the **web 2.0** opportunities
3. **Destination marketing** as a means to promote and sell the tourism products on the market taking into account the new players

METHODOLOGY

Experiences directly presented by participants with interactive modalities facilitating knowledge sharing, will be at the core of the event.

The method proposed for the presentation during the workshop is called a “**Fish Bowl**”: an innovative format which ensures that participants will step in and “take over the agenda” of the discussion through their questions and comments, making the workshop more relevant and interesting for people and acting as “Experts”.

For each topic circles of chairs will be made, with an inner and an outside circle as follows: in the inner circle the “keynote speaker” will present his case and a few chairs will always be kept empty while other participants will sit in the outside circle. Anyone who wants to participate in the discussion needs to come into the inner circle and sit on a free chair to talk. In this way all participants will have the opportunity to intervene as they see fit during the session, but will of course need to come and sit in the central circle each time they speak.

There will be the opportunity to show a PowerPoint presentation to introduce the case.

A **study visit** to a rural locality, which was successful in integrating tourism into a wider development strategy, will be organised the first day in order to inspire further discussion points relevant to the seminar’s theme.

The success of the locality’s strategy contributed to: diversifying farm incomes especially in small family farms, carrying out additional benefits into the rural economy, counteracting emigration from rural areas, encouraging an increase in cultural exchange between urban and rural areas, and enhancing the values inherent to rural life, as well as contributing to the general diversification of the economy.

All the experiences shared by participants will be collated into an OECD **compendium** as a future reference

¹ OECD Regional Outlook

² ibidem

for tourism development in Middle Eastern and Mediterranean countries.

THE SEMINAR

The **4-day programme** will take place from **26 to 29 November 2012** in Trento, Italy.

PARTICIPANTS' PROFILE

The OECD/TCIC capacity building seminar is addressed to participants committed to the topic and willing to share their experiences and to learn from each other in order to build a highly interactive environment. Participants are likely to be national, regional and local policy-makers and practitioners, tourism agents, representatives of the private sector, representatives from social economy organisations actively involved in tourism-related activities, business associations, and higher education institutions in the Mediterranean and Middle Eastern region.

PARTICIPATION REQUIREMENTS

Since the capacity building seminar is conceived as a system aimed at establishing a common knowledge, exchanging experiences and facilitating networking among delegates, participants' presentations will be at the core of the event. Therefore, the following documents are required by each participating delegate:

- Written contribution in English on a selected topic (see following paragraph) to be submitted by the **3rd November 2012**
- Delegate's CV
- Brief description of the belonging organisation.

Contributions

Written contributions should describe a relevant policy/project/programme - in short experience - developed by the delegates' organisation and tackling one (or more) of the following tourism related challenges, which will be discussed during the seminar (see agenda for details):

- Local Development and Rural Tourism: Policy and Planning to Enhance Marginal Areas
- Planning of resilience strategies for tourism ups and downs and Development of Local Tourism Chain
- Partnership and creation of Original Territorial Aggregations for tourism offer development
- Destination Marketing and new Players
- Communication: Information Technology and Web Scenarios

- Social responsibility and Community Involvement in the Tourism Sector
- Sustainability, Ecosystem Approach to Tourism and Carrying Capacity of Local Contexts
- Human Capital as Key Factor in Tourism Development

Contributions should be **between 1 000 and 2 000 words** and must include the following:

- Description of the Approach (brief abstract describing the experience)
- Rationale of the Intervention (supporting strategic vision and related planning)
- Relevance to the Objectives of the Seminar (why the experience is relevant)
- Obstacles and Responses
- Results of the experience

The submission of the written contributions in advance is pre condition for obtaining the confirmation of the admission to attend the Seminar.

Selected contributions will form integral part of the Seminar's speeches and delegates will be asked to present them to other participants using the most participatory and interactive methodology such as fish bowls, world cafés, etc. The time at disposal for each presentation will be of a maximum of 20 minutes.

WORKING LANGUAGE

The working language of the seminar will be English and it is essential that all participants can communicate effectively in such language.

PARTICIPATION COSTS

The following costs of participation are covered by the organisers:

- Tuition and training materials
- Accommodation
- Lunches

The organisers cannot cover travel costs between the participant's home country and Trento, or medical care and insurance during the stay in Italy.

VENUE

The Capacity Building Seminar takes place in the Training Centre for International Co-operation (TCIC) and the OECD LEED Trento Centre for Local Development base, in Vicolo San Marco, 1, Trento, Italy.

Monday, 26 November 2012 (venue: OECD/TCIC premises, Vicolo san Marco, 1 – Trento, Italy)

9.00 – 11.00

REGISTRATION AND WELCOME MEETING & STUDY VISIT

The event will start with a welcome meeting with the aim to present the programme of the capacity building seminar, to share the common objective and expectations and to have the opportunity to get acquainted with the other participants in order to build a team that will actively interact during the seminar.

9.00 – 9.30 **Registration of participants**

9.30 – 10.00 **Welcome addresses**

Carlo Basani, President, Training Centre for International Co-operation (TCIC), Trento, Italy

Stefano Barbieri, Head, LEED Trento Centre for Local Development, OECD

Jenny Capuano, Director, Training Centre for International Co-operation (TCIC), Trento, Italy

Introduction

Lia Giovanazzi Beltrami, Local Minister for International Cooperation, Autonomous province of Trento, Italy

10.00 – 10.30 **Introduction of the seminar structure, organisation and contents**

10.30 – 11.00 **Presentation of participants**

11.00 - 12.15 *Transfer to Valle del Chiese*

11.00 – 18.00 Study visit to Valle del Chiese

In the territory of Valle del Chiese, farming and agriculture not only survive, but represent a fundamental expression of the local culture and identity and an important factor of the economic structure. For this reason, the tourism strategy has to integrate and consider these sectors. The study visit will show how it has been possible to achieve a synergic co-marketing strategy between agriculture and tourism through the project *valledelchiese12*, introduced by the Director of the tourism consortium, Fabio Sacco. This case is interesting as an example of a powerful match between a rural territory and the ever changing world of new media and 2.0 communication. The challenge of such a small territory is the conflict between tradition and innovation using the tools of the web marketing.

12.30 – 13.00 **Welcome drink and introduction to the study visit**, **Alessandra Proto**, policy analyst, OECD LEED Trento Centre and **Fabio Sacco**, Director of the tourism consortium of Valle del Chiese

13.00 – 14.30 *Lunch at **Locanda Borgo Antico – Osteria di Fra Dolcino**, Via Mon, 11 Loc. Sorino – Condino www.lalocandaborgoantico.com*

14.30 – 16.00 **“Valle del Chiese Rural Heritage”**, guided tour to the ancient town of Quartinago and the museum of farming life “Casa Marascalchi”, **Marisa Marini**, tourist guide Ecomuseum

16.00 – 17.00 **Innovative marketing tools to communicate a traditional destination**, **Fabio Sacco**, Director of the Valle del Chiese tourism board, Pieve di Bono

17.00 – 18.15 *Transfer to Trento*

Tuesday, 27 November 2012

9.00 - 17.00

DEVELOPING AN INTEGRATED STRATEGIC VISION FOR TOURISM

The real challenge faced by small localities that fall outside well established touristic paths is primarily to get confidence in the viability of development processes where tourist attractiveness factors differ substantially from most prominent tourist destinations, but still have good chances to be successfully pursued. This means learning how to work on the peculiar local assets so to create authentic experiences for the tourist, staying far away from attempting to replicate an offer already available elsewhere. Drivers of such alternative pattern of development are resulting from a variable blending of human capital, infrastructure, innovation activities, scale and agglomeration effects, and accessibility. These factors should be supported by conducive local policies where location and geography are highly relevant. The performance of a region will thus largely depend on the ability to enhance and mobilise its own values and assets so to create a unique experience for tourism.

9.00 – 9.30 **Trends in tourism policies and governance in OECD countries: an international overview**, **Alain Dupeyras**, Head of Tourism Unit, OECD and **Jane Stacey**, Policy analyst, Tourism Unit, OECD

9.30 – 10.00 Debate

10.00 – 10.30 **Tourism and local development**, **Paolo Rosso** and **Paolo Grigolli**, experts

10.30 – 11.00 Debate

11.00 - 11.30 *Coffee break*

11.30 – 13.00 **Participants' case study interactive presentation [Fishbowl Working Group]**

- **The case of Apulia region**, **Francesco Palumbo**, General Director for the Promotion of Territory, Knowledge and Skills, Apulia Region
- **The Region of Crete and the Municipality of Lasithi Plateau**, **Andreas Zacharakis**, Special Advisor to the Governor of Crete, **Haris Roditakis**, Advisor to the Governor of Crete on Tourism, **Giorgios Miliaras**, Mayor of Lasithi Plateau, **Manolis Petrakis**, Vice Mayor of Lasithi Plateau, Greece

13.00 – 14.00 *Lunch*

14.00 – 16.30 **Participants' case study interactive presentation [Fishbowl Working Group]**

- **Morocco 2020 strategy**, **Zainab El Guerrab**, Direction of Regulation, Development and Quality, Moroccan Department of Tourism, **Zineb Talby**, Direction of Strategy and Cooperation Moroccan Department of Tourism, Morocco
- **Promoting local economic development Project (PLEDJ) Modal. A Jordanian Experience**, **Raed Al-Adwan**, Governor of Local Development Directorate, Ministry of Interior, Jordan

16.30 – 17.00 **Concluding remarks of the day**

Paolo Grigolli, Director, Tourism School of Management, Trentino School of Management (TSM)

17.00 – 17.30 *Chocolate tasting experience*

Wednesday, 28 November 2012

9.00 - 17.00

THE USE OF MODERN COMMUNICATION TOOLS FOR PROMOTING AND PROVIDING VALUE TO LOCALITIES BY EXPLOITING THE WEB 2.0 OPPORTUNITIES

One of the most important revolutions on the tourism market is stemming from Web 2.0. Communication experts have defined three converging typologies of media: paid, owned and earned media (POEM). In such a framework different options are available to localities and their marketing agents. As a result is therefore much more difficult to understand and decide how to communicate: understanding the rationale of the Web site of the destination is crucial and the skills required are higher and higher. Building an effective Web site avoiding the most common mistakes is thus an imperative as well as taking all the actions to promote and sell tourism. This implies the ability to take advantage of blogs, forums, pictures on Flickr, videos on YouTube and of all the materials uploaded by the same tourists which at the same time have a strong impact and are less expensive than traditional communication tools.

9.00 – 9.30

Introduction of the topic of the day, Sabrina Pesarini, expert in digital marketing

9.30 – 10.00

Debate

10.00 – 10.40

Participants' case study interactive presentation [Fishbowl Working Group]

- **Madaba Tourism Case Study and the Jordan experience, Ibrahim Osta**, Chief of Party Siyaha, Jordan Tourism Development Project II

10.40 - 11.00

Coffee break

11.00 – 13.00

Participants' case study interactive presentation [Fishbowl Working Group]

- **Case Study: Lebanese Market, Pierre Daher**, Responsible Tourism Social Network, Lebanon
- **The case of Slovenia, Mateja Tomin Vučković**, Head of tourism division, Directorate for Tourism and Internationalization, Slovenia

13.00 – 14.00

Lunch

14.00 – 16.00

Participants' case study interactive presentation [Fishbowl Working Group]

- **The process of conversion from a “business oriented destination” to a “leisure oriented destination”. The case of the Province of Treviso, Elena Bisiol**, Head of the Tourism Unit, Province of Treviso, Italy
- **The case of NECSTouR, Lluís Prats and Sonia Trampetti**, NECSTouR

16.00 – 17.00

Concluding remarks of the day, Sabrina Pesarini

19.30

Farewell dinner at Restaurant Antico Pozzo

Thursday, 29 November 2012

9.00 - 17.30

DESTINATION MARKETING AS A MEANS TO PROMOTE AND SELL THE TOURISM PRODUCTS ON THE MARKET TAKING INTO ACCOUNT THE NEW PLAYERS

In the modern and increasingly competitive environment, new players are arisen that are the most influential in the interaction with the tourists, i.e. the final users. These are the ones that nowadays determine the success or failure of emerging small destinations and of their entrepreneurs and operators. It is therefore necessary to know who these players are and to understand how they operate in distributing the tourism product.

Policy makers and managers must learn how to deal with OLTAs (On Line Travel Agency) since they have completely changed the tourism market, and how to interact with review sites (Tripadvisor, Holiday check...). The latter have changed substantially the way the market assesses a hotel, a B&B or the services in the territory. Another case is given by the old and new carriers (i.e. low cost airlines) that provide primary transport to territories.

Getting to know the key players in the market, and their way of acting, is in fact a precondition for being able to develop an effective strategy for the localities which wish to enter the competitive arena of tourism market.

9.00 – 9.30

Introduction of the topic of the day, Josep Ejarque, expert in marketing and destination management, CEO of FourTourism consulting company

9.30 – 10.00

Debate

10.00 – 10.40

Participants' case study interactive presentation [*Fishbowl Working Group*]

- **SeeNet, Federico Rosset**, Direction of International Relations, Veneto Region, Italy

10.40 - 11.00

Coffee break

11.00 – 13.00

Participants' case study interactive presentation [*Fishbowl Working Group*]

- **The Souss Massa Draâ Region. A destination of Sustainable Rural Tourism, Hassan Aboutayeb**, Manager Atlas Kasbah, Morocco
- **Kasbah du Toubkal, Mike McHugo**, Director, Discover Ltd TO, Morocco (tbc)

13.00 – 14.00

Lunch

14.00 – 14.40

Participants' case study interactive presentation [*Fishbowl Working Group*]

- **Hotel Upgrading Program, Mohamed Moez Belhassine**, Deputy Director at the Tourism Upgrade Office, Ministry of Tourism, Tunisia

14.40 – 15.30

Concluding remarks of the day, Josep Ejarque

15.30 – 16.30

CONCLUDING SESSION: KEY MESSAGES

Session moderated by **Paolo Grigolli** and **Paolo Rosso**

16.30 – 17.00

Diploma ceremony and End of the capacity building seminar

Facilitators' Bio Notes



Paolo Grigolli was born in Trento in 1965, where he lives with his family.

He graduated from the Faculty of Economics at the University La Sapienza in Rome with a dissertation on "East-West co-operation: the case of joint ventures in USSR". In the same year (1989) started up ECON PIAN ltd for the development of co-operation between Italian and Eastern companies.

After completing a Masters in Marketing Management, he worked in Milan and London at the consultancy company, Arthur Andersen, and then, returned to Trento to take up the position of Deputy Director and then Director at the Academy of Trade and Tourism, the Business School of the Chamber of Commerce of Trento.

In 2003 he contributed to the start up of tsm-Trentino School of Management, a spin-off of the Academy formed by the Chamber of Commerce, the University of Trento and the Autonomous Province of Trentino where he is now Director of the School of Tourism Management. In particular, he undertakes the planning, marketing and management of vocational training programmes. At the same time he continues to be the project manager of many activities related to local development and tourism in many countries (Croatia, Slovenia, Romania, Uzbekistan, Russia, Chile,). In 2011 he published "Turismi Responsabili" by Franco Angeli.



Paolo Rosso is a senior expert advisor to OECD. He holds a degree in engineering from the University of Trieste. Since 1990, he has been working on economic and territorial development projects, and policies and programmes for integrated economic development and SME support.

Paolo Rosso has professional experience in Italy, other European countries (Bulgaria, Bosnia and Herzegovina, Czech Republic, Slovak Republic, Croatia, Slovenia, Hungary, Romania, Russia, and Turkey), and Latin America (Argentina, Uruguay, Brazil, Venezuela, and Mexico).

He currently works as a consultant for international corporations, governmental and international institutions (ministries, local administrations, the European commission, governmental and development agencies in Italy and abroad).

Since 1996, he has been working as an independent consultant. Paolo Rosso's main expertise lies in the following areas: Regional and local economic development projects and public investment programmes in Italy, Europe and Latin America; planning, monitoring and evaluation of European Structural Funds for Cohesion and Development Policies of the European Commission; design and implementation of services for SMEs, development of productive districts, management of projects for modernisation and innovation of development policies and public administration at regional and local level, and socio-economic analysis and urban/territorial planning.

Experts

Josep Ejarque Bernet is a Destination Manager, expert in marketing and tourism management. He has a long and successful career in different fields of international tourism management both for tourist boards and enterprises, and in the organization of several international projects. Having graduated at the University of Barcelona in Science Information, he completed his studies at the University of Coruña, with a Phd in Business and Administration Science and a degree in Business Marketing at EAE of Barcelona (Escuela Administracion Empresas).

Since 2008, he is the Managing Director for Four Tourism, a company specializing in tourism, marketing and destination management. Previously, he worked as Managing Director for Turismo FVG, the Regional Agency for the tourism development of Friuli Venezia Giulia Region; for Turismo Torino, the Tourism Agency of Turin and its Province, attending to the organization of the XX Winter Olympic Games and for Turismo de La Coruña, the Tourism Consortium of La Coruña. He also worked as Marketing and Communication Director for Turismo de Cataluña, the Tourism Promotional Consortium of Cataluña.

Josep Ejarque is a member of several international tourism networks, including Aiest, Association International Scientific Expert in Tourism, AECIT, Asociacion Expertos Cientificos del Turismo, and The Tourism Society. He is President of AIPMT, Associazione Italiana Professionisti e Manager del Turismo. Over the past 15 years, he has also worked for various Italian, Spanish and Colombian Universities, as a professor for master, training and vocational courses, on different tourism areas and on destination management and marketing.

Sabrina Pesarini is an expert in Tourism Digital Marketing. Currently, she is the Manager at Four Tourism (www.fourtourism.it), an Italian consultant company specializing in destination and tourism marketing. Her fields of work are: digital marketing, social media marketing and web analytics. From 2003 to 2006 she was director of the on-line Marketing and Sales departments for Barcelona On-Line, a destination management company specializing in on-line tourist services. From 2006 to 2009 she was the Web Marketing Director at Trentino SPA (www.visittrentino.it) and Agenzia Turismo FVG. (www.turismofvg.it).

Logistical Information

Dear Delegates, welcome to Trentino!

Here you can find some practical about the city of Trento and logistical information related to the Seminar.

The city of Trento

Trento is a small town with a population of 100 000. It occupies an approximate area of 16 000 ha. The city is divided administratively into 12 districts. The population lives not only in the city but also in many scattered centres (suburbs), which are very different from each other and retain their own identity. Most of them are located in the Adige Valley and the hills east of the city. The extension of the territory makes the population density relatively low (736 inhabitants / km).

The Buonconsiglio Castle, the Cathedral of Trent with the adjacent Piazza Duomo, Piazza Fiera, the train station and the adjacent Piazza Dante, define and represent approximately the central useful reference points for orientation in Trento. The official site of the city provides other useful information: <http://www.comune.trento.it>



-  **Railway Station**
Via Dogana 5
-  **Venue : OECD LEED TRENTO Centre**
Vicolo San Marco 1
-  **Hotel America**
Via Torre Verde 50
-  **Antico Pozzo**
Via Giannantonio Mancini 45

Venue

The Capacity Building Seminar takes place in the Training Centre for International Co-operation (TCIC) and the OECD LEED Trento Centre for Local Development base:

Training Centre for International Cooperation & OECD LEED Trento Centre for Local Development

Vicolo San Marco, 1
38122 Trento, Italy

Contacts

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Roberto Chizzali (OECD):	Tel. +39 0461 277606 / roberto.chizzali@oecd.org
Alexander Benze von Fritz (OECD):	Tel. +39 0461 277601 / alexander.benzevonfritz@oecd.org

Accommodation

During the seminar participants will be hosted in the Hotel America (breakfast is included)

Hotel America ****
Via Torre Verde 52
38122 TRENTO (TN) - ITALY

Tel.: +39 0461 983010
E-mail: info@hotelamerica.it
Website: www.hotelamerica.it

Meals

Buffet lunches will be served in the hall of the seminar venue. Participants are free to arrange their dinners as they prefer.

Useful numbers

Radio Taxi Trento (24h): Tel. +39 0461 930002 – +39 0461 826840
First Aid, Emergency (accidents or health urgencies): Tel. 118
Police: Tel. 113

ABOUT THE ORGANISERS

The Training Centre for International Cooperation

The Training Centre for International Co-operation is a recently established organisation for education, research, and the training of highly qualified people engaged in social, institutional, and economic co-operation, as well as the promotion of local development worldwide. A partnership driven and bottom-up oriented approach, conceived in its different social, political, and economical dimensions, is the main focus of the Centre. The Centre provides capacity development to organisations and institutions both in the public and private sector, aimed at reinforcing projects, programmes and development policies, managing skills, providing courses and training, as well as conducting research and providing opportunities to debate key issues amongst different stakeholders and in different theme-based areas.

The OECD LEED Trento Centre

The mission of the OECD LEED Trento Centre is to build capacity for local development among national and local stakeholders in OECD member and non-member countries. The Centre provides assistance in the design, implementation and assessment of local development strategies in the field of entrepreneurship, innovation and small business development, tourism, employment and skills, local governance, social inclusion and evaluation. The OECD LEED Trento Centre supports exchanges between member and non-member countries, between national and local organisations, and between the OECD and sub-national bodies. It provides capacity-building seminars, issues pedagogical materials, delivers country reviews and organises seminars and conferences.

The OECD Tourism Committee

The Tourism Committee acts as the OECD forum for exchange, for monitoring policies and structural changes affecting the development of domestic and international tourism, and promotes the sustainable economic growth of tourism. In many ways, its horizontal approach linking tourism to related policies – including those aimed at the economy, trade, employment, innovation, transport, green growth and sustainable development, local development, and SMEs and entrepreneurship – is unique. The OECD Tourism Committee provides policy-makers with concrete analysis of key challenges and their economic impacts and policy responses that will shape tourism in the future. For more information, visit www.oecd.org/cfe/tourism

CONTACTS

For more information on the seminar, please contact

- silvia.destro@tcic.eu at the Training Centre for International Cooperation, Italy
- alessandra.proto@oecd.org at the OECD LEED Trento Centre, Italy or follow the link www.trento.oecd.org

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