



# EUROPEAN PATHFINDERS JOURNEY

Global Challenges Call for Global Collaboration

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MAY 2022 - MAY 2023





# ABOUT

The aim of the brief is to:

**Introduce** the Pathfinder Programme, a platform for dialogue between European and North American destination organisations.

**Share** the outcomes and key takeaways from the first year of collaboration through the Pathfinders Programme.

**Tell** the stories of community alignment and destination innovation in action through case studies exploring the social, economic and environmental impact destination organizations have in their communities.

**Elevate** awareness of the role Destinations International has in providing a valuable environment for destination professionals and their organisations to thrive.



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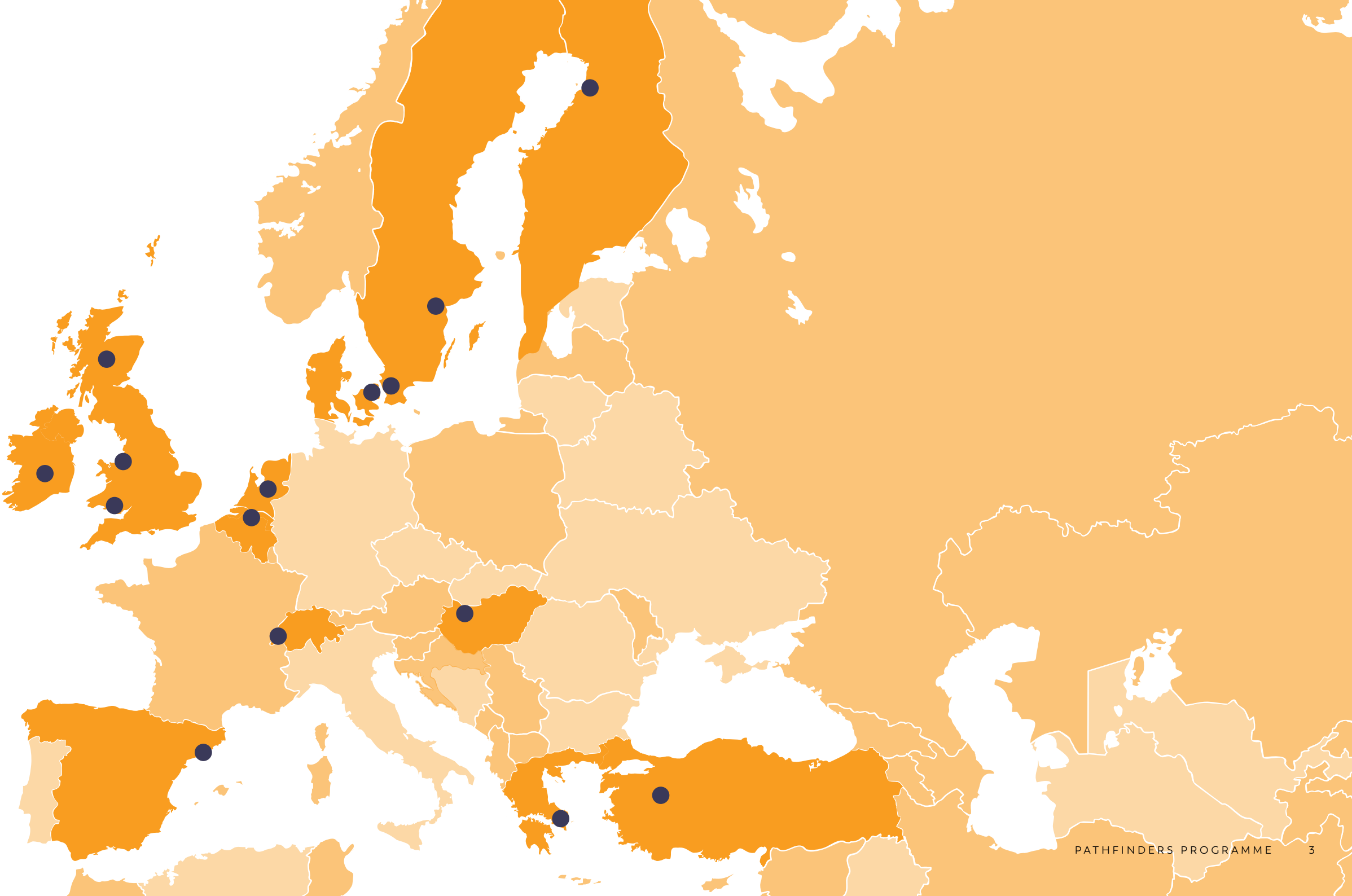
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Scan to learn more about the Pathfinders Programme and to view the digital version of the European Pathfinders Journey.





# DESTINATIONS INTERNATIONAL

“

As the world’s largest and most reliable resource for destination organizations, we know our members are essential to the success of destinations worldwide. Destinations International is committed to understanding how we can serve European destination organizations and share valuable knowledge about the progressive work being done in Europe with our North American and global community.

”

– DON WELSH  
President & CEO,  
*Destinations International*





# EUROPEAN ENGAGEMENT

“

If we are to create a value proposition for the diverse needs of European destinations, we need a variety of destination organisations on the journey with us.

‘Nothing about us without us’ is a motto used by the disability rights movement. It relies on the principle of participation.

Participation is how we will advance the challenges our industry is facing. We need to listen deeply, understand the changing landscape and together create solutions.

”

– **JANE CUNNINGHAM**  
Director of European Engagement,  
*Destinations International*



“

Tourism management has never been as challenging as it currently is. Post pandemic market with labor issues and strong focus on sustainability, EDI and digitalization place DMOs under enormous pressure to serve their communities and visitors.

Destinations International offers resources, networks and tools to cope with this changing ecosystem. With the help of DI, European DMOs have a much better chance to build their competence and competitiveness by learning from other DMOs across the globe. This kind of collaboration will build smart and responsible tourism destinations of the future.

”

– **YRJÖTAPIO (YT) KIVISAARI**  
CEO, *Visit Oulu*  
Board of Directors, *Destinations International*



# WHAT WE BELIEVE

Whether it be a convention bureau or a tourism organisation, the goal remains the same: to leverage the visitor economy to make your community a more vibrant, prosperous, and sustainable place to live, work, and play.

Our stakeholders are our residents, and we are an essential asset in our communities.

We believe that work of destination organisations is for the benefit and well being of every person in a community.

We believe the power of travel must be channeled to build our communities in a successful and sustainable manner.



“

Destinations International provides valuable resources to assist Destination DC in creating a strategic roadmap. Convention tools, advocacy support, professional development and idea exchanges are ways DI supports our national and global efforts to achieve maximum impact in our destination, both economically and socially.

”

– MELISSA RILEY  
Senior Vice President,  
Convention Sales and Services,  
Destination DC

Destinations International offers tools, resources and education to support successful and sustainable destination organizations.





# THE PATHFINDER PROGRAMME

The Destinations International Pathfinders Programme is comprised of forward-looking European destination professionals committed to tackling key issues facing destination organizations today.

The Pathfinders work with Destinations International to identify the most significant issues facing European destination organizations and prioritize opportunities for Destinations International, our members, and our partners to address these threats.

The Pathfinders serve as an advisory group, collaborating with Destinations International to identify key opportunities to create value for European destination organizations.



“

We are facing global challenges and we need to find global answers together.

”

– ROSA BADA  
International Relations,  
*Turisme Barcelona*

## The Pathfinders:

01

Are a group of **trailblazers** who bring diverse experiences from the varied roles they have.

02

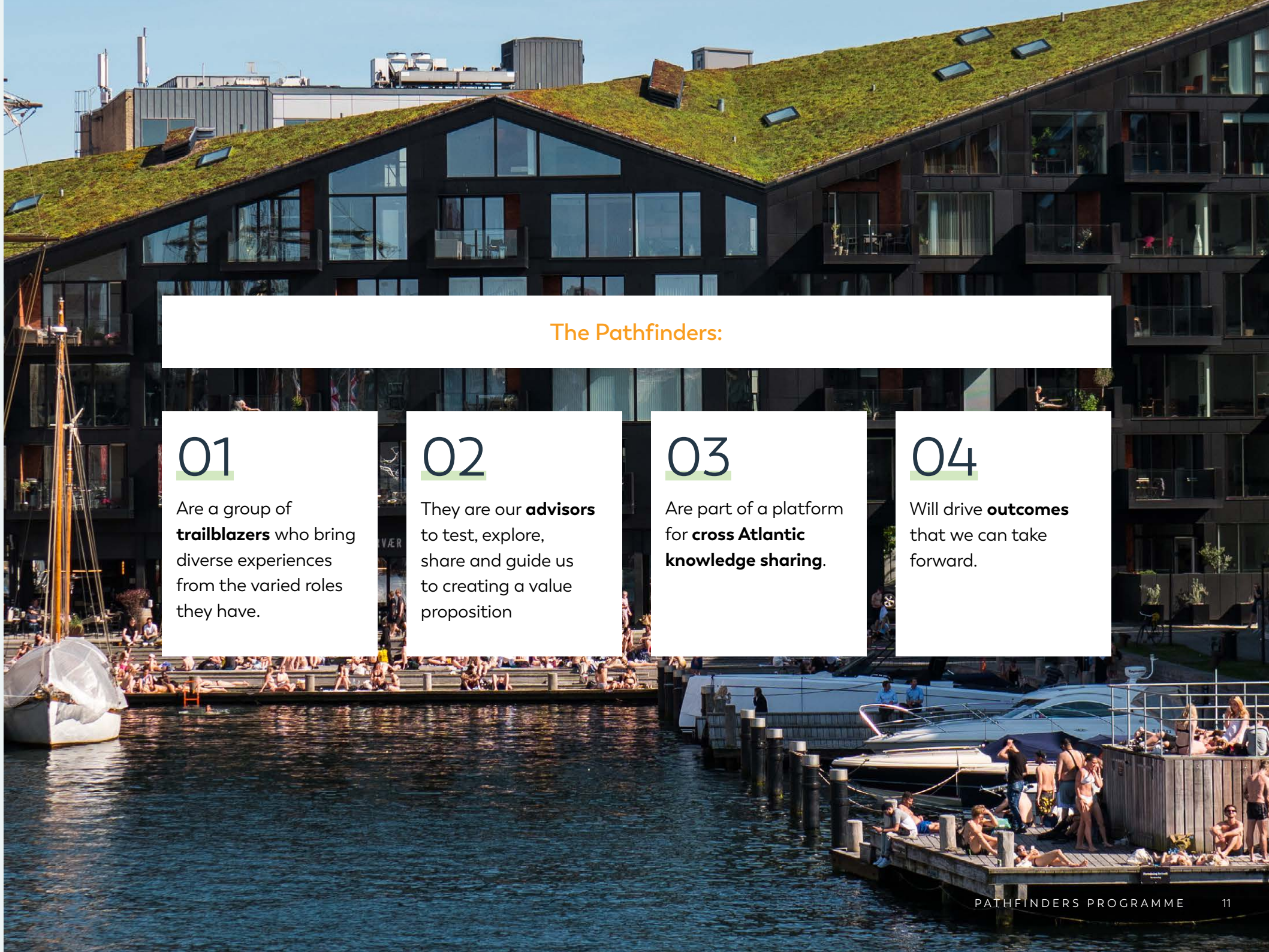
They are our **advisors** to test, explore, share and guide us to creating a value proposition

03

Are part of a platform for **cross Atlantic knowledge sharing**.

04

Will drive **outcomes** that we can take forward.

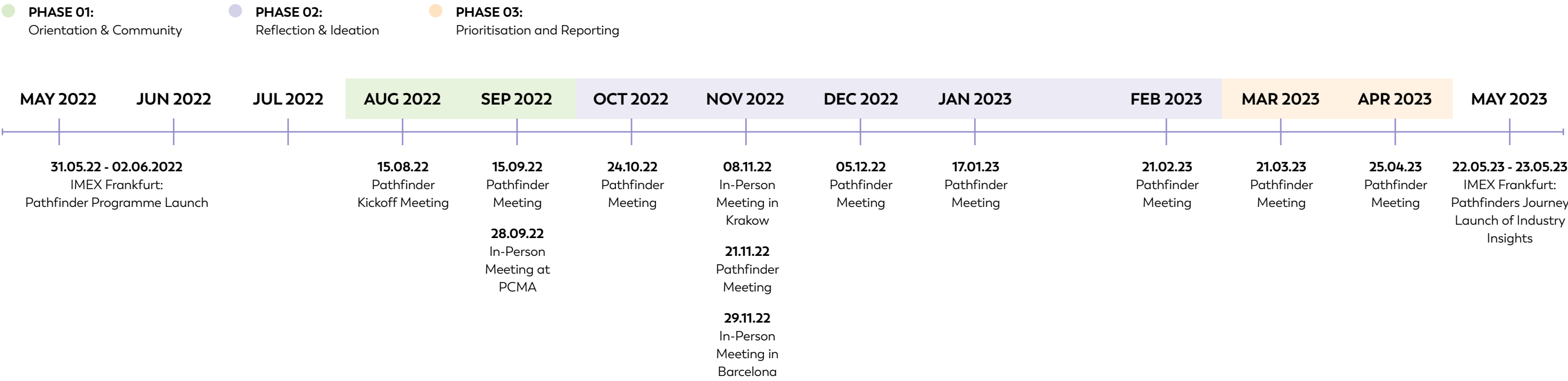




# THE PROCESS

Our approach is to focus on three key transformational opportunities for destination organizations: Community Alignment, Destination Stewardship, and Values-Based Action

We created a platform for open knowledge sharing between North American and European destinations with support from our European partners through a series of online and in person activities over the course of 10 months.



“Destination organizations are expanding their roles in many directions. They are aligning with government and community organizations more intentionally to support initiatives designed to improve social issues and local quality of life; fuel priority sector development; attract outside investment and high-value talent; and elevate the overall destination brand beyond a tourism lens.”

– 2021 DESTINATIONNEXT FUTURES STUDY



# OUR PARTNERS

The Pathfinders Programme would not be possible without the support of our partners. We have benefited from their involvement in a number of ways:



## Facilitation

Through facilitating our activities to challenge and engage the group to drive meaningful outcomes.



## Contribution

Sharing valuable experiences and expertise to strengthen the dialogue and content of the programme.



## Resources

Your time, involvement and investment is essential in delivering to a positive outcome for all.

The program is made possible with the support and expertise of these partners:



# THE PATHFINDER COMMUNITY

## European Destinations




## North American Destinations








# THE PATHFINDERS

## European Pathfinders

- 


**KIM DE BECKER**  
Sales Manager  
*Antwerp Convention Bureau*
- 


**ALEXIS PANAGIOTOPOULOU**  
Head of Strategy  
*Athens Development & Destination Management Agency*
- 


**ROSA BADA**  
International Relations  
*Turisme Barcelona*
- 


**CATHRINE SEIDEL TVEDE**  
Senior Sales Manager  
*Wonderful Copenhagen, Copenhagen Convention Bureau*
- 


**JENNY IRWIN**  
Director of Business Development  
*East Sweden Convention Bureau*

- 


**ALAIN PITTET**  
Director  
*Geneva Convention Bureau*
- 


**NOÉMI MOLNÁR-GYÖRI**  
Sales Manager  
*Budapest Convention Bureau*
- 


**PAUL MOCKLER**  
Head of Commercial Development  
*Fáilte Ireland*
- 


**JOHAN MENSO**  
Head of Convention Bureau  
*Malmö Convention Bureau*
- 


**ANTONIA KOEDIJK**  
Director, North America  
*Netherlands Board of Tourism and Conventions*

- 

**YRJÖTAPIO (YT) KIVISAARI**  
CEO  
*Visit Oulu*
- 


**JENNIFER JENSEN**  
Head of Business Tourism  
*Marketing Liverpool*
- 


**RORY ARCHIBALD**  
Association & Sectors  
*VisitScotland*
- 


**ESRA GÜLER**  
MICE Director  
*Türkiye Tourism Promotion and Development Agency*
- 

**HELEDD WILLIAMS**  
Head of Business Events  
*Event Wales*

## North American Pathfinders

- 

**FRED DIXON**  
President & CEO  
*New York City Tourism + Conventions*
- 

**ADAM BURKE**  
President & CEO  
*Los Angeles Tourism + Convention Board*
- 

**MELISSA RILEY**  
Vice President of Convention Sales & Services  
*Destination DC*





# COMMUNITY ALIGNMENT IN ACTION

Organisation	Project	Description
Antwerp Convention Bureau	Mobile Data Dashboard	An internal application used to understand the visitors and analyze their movement in the city'
Athens Development & Destination Management Agency	This is Athens & Partners	Tourism Growth through Public-Private Partnerships to contribute to social, business, and urban development.
Barcelona Turisme	City and Tourism Council	A platform between public, private and community stakeholders for deliberate democratic tourism development
Charlottesville Albemarle Convention & Visitors Bureau	Tourism for All	A tourism strategy that welcomes all visitors, improves the quality of life for residents, supports a robust tourism ecosystem, and drives overnight visitation through innovation, collaboration and creating space to greet all visitors as they are.
Destination DC	DEI Business Fellowship	A purposeful initiative to support small businesses in the local tourism industry owned by people of colour, LGBTQ+, women, and disabled persons
Destination Greater Victoria	Circular Tourism Economy	Building a sustainable and resilient circular tourism economy that brings shared benefit to residents, local businesses, and visitors alike.
East Sweden Convention Bureau	The Fenix (Phoenix) Fund	An easy-to-access funding guidance document that lists all available subsidies and grants connected to the UN's SDGs to be available for local, national and international event organizers to access and share.

Organisation	Project	Description
FáilteIreland National Tourism Development Authority	Dingle Peninsula Destination & Experience Development Plan (DEDP)	A sustainability focused regional plan focusing on creating experiences that excite consumers and buyers and retain visitation that benefits the entire region.
Geneva Convention Bureau	Geneva Excellence Club	An ambassador program for community staff members with direct point of contact to the visitors.
Hungarian Tourism Agency	The National Tourism Data Supply Centre (NTAK)	A decision-supporting system to display real-time data of all tourism suppliers. This enables data-driven management in the tourism sector and supports operations and overall competitiveness of suppliers.
Los Angeles Tourism and Conventions Board	Partnering with underserved communities and businesses	Increasing access to the economic benefits of tourism among historically underserved communities and businesses in Los Angeles.
Malmö Convention Bureau	Strategic Event Selection	Attracting strategically selected events that have the potential to generate an impact for both the community and pave the way for a sustainable future.





Organisation	Project	Description
Marketing Liverpool	Make A Difference: Club Liverpool (Conference Ambassador Programme) Recovery Campaign	A conference ambassador recovery program to bring in bigger and better events
MeetInWales	SQLBits 2023: Working Toward An Inclusive Event	An example of an inclusive, 5 day large scale event supported by EventWales
Netherlands Board of Tourism and Conventions	Perspective 2023	A holistic approach involving partnerships, residents and strategic marketing efforts to improve resident sentiment on tourism and bring in the “right tourist.”
New York City Tourism + Conventions	NYC Local Legends	Encouraging visitors to explore beyond the normal touristic areas and support local businesses by showcasing them through a video series.
RTO4.ca & Simpleview	Stratford Destination Animation Fund	Resources for Sustainable Asset Development and Stakeholder Engagement
Türkiye Tourism Promotion and Development Agency	Türkiye’s Sustainable Tourism Program	Demonstrating that we offer and encourage responsible alternatives for travellers planning environmentally friendly and sustainable trips in Türkiye as a destination that prioritizes sustainability.

Organisation	Project	Description
Visit Dallas	The Dallas Comprehensive & Environmental Climate Action Plan	Developed by the Office of Environmental Quality and Sustainability, cross-sector public and private partnerships to address “climate change and environmental planning, waste and recycling, water conservation, air and storm water enforcement, environmental outreach, and community engagement.”
Visit Oulu	Smart Tourism Destination	A DMO owned and operated dashboard to be able to create a data driven destination.
VisitScotland Business Events	The Transformation Protocol	Enables business events’ organisers or Scottish stakeholders to connect with a wide variety of organisations and policy makers.
Wonderful Copenhagen, Copenhagen Convention Bureau	Copenhagen Together for Positive Impact Strategy	An initiative in defining the future market, and actively contribute to creating a positive impact on the destination though events.





# HOW DESTINATIONS INTERNATIONAL CAN SUPPORT THE PROJECTS MOVING FORWARD



“The Destinations International global community could support New York City Tourism + Conventions in this work by promoting the series to their respective audiences and sharing best practices for promoting diversity and inclusion in the tourism industry.”

**FRED DIXON**  
President & CEO  
*New York City Tourism + Conventions*



“DI could help by offering education and information, spreading the word and knowledge of sustainable choices, footprint mitigation and impact enhancement in order to create more sustainable choices everywhere.”

**CATHRINE SEIDEL TVEDE**  
Senior Sales Manager  
*Wonderful Copenhagen*



“DI could help by supporting destinations who are working on impact strategies, sharing best practice with others and educating leaders to develop programmes increase knowledge in this area.”

**JENNIFER JENSEN**  
Head of Business Tourism  
*Marketing Liverpool*



“DI could provide information on similar practices of data collection and information used.”

**KIM DE BECKER**  
Sales Manager  
*Antwerp Convention Bureau*



“The DI community can support by championing the value of events outside of economic benefit and assisting destinations across the world share mistakes we can learn from and best practice we can add to.”

**RORY ARCHIBALD**  
Association & Sectors  
*VisitScotland*



“DI has international partners that could help to develop this dashboard and create a great example of data driven tourism destination.”

**YRJÖTAPIO (YT) KIVISAARI**  
CEO  
*Visit Oulu*



DI could help by reminding destinations to put forward sustainability more than ever and taking serious actions to make tourism sector more resilient.

**ESRA GÜLER**  
MICE Director  
*Türkiye Tourism Promotion and Development Agency*

## Identified areas where Destinations International could add value:

- 01 **Development** of best practices.
- 02 **Support** evolution of digital platforms.
- 03 **Amplify** the need for all sustainable development choices (footprint mitigation).
- 04 **Create** tools to measure social and environmental impact.
- 05 **Industry Research** for data-based, strategic decision making.



# THE PATH AHEAD





# INDUSTRY WIDE GAPS

The Pathfinders have identified significant industry gaps that require global collaboration.

## Community Alignment

Broader awareness of the role of the destination organisation in the community. The requirement of data driven platforms to support change management and alignment with the UN SDGs.

“We need to work harder and deeper.”

**ROSA BADA**  
International Relations  
Turisme Barcelona

## Destination Stewardship

A global perspective on our role and focus on the long term is needed across the industry.

“Stop using costs as a barrier to full implementation of better and more sustainable practices.”

**RORY ARCHIBALD**  
Association & Sectors  
VisitScotland

## Values Based Action

Global knowledge sharing to understand what other organisations are doing around visitor and citizen strategies.

“It is vital that we remain relevant and focus on talent attraction and job creation to make sure that the city continues its sustainable and inclusive path to generate future investment opportunities.”

**JOHAN MENSO**  
Head of Convention Bureau  
Malmö Convention Bureau

## New KPIs

Growing need to demonstrate the role of the destination organisation towards a regenerative economy.

“We need to measure wider destination impact”

**TADEJA PIVC COUDYSER**  
CEO  
Antwerp Convention Bureau

# CREATING RELEVANT KPIS

The case studies demonstrate the innovative and impactful work being done by destination organisations. Impact, legacy and the need for new KPIs have been key discussion areas.

Destinations International is working on a community indicator.

Through community alignment, relevant indicators can be identified for each destination organisation. How we articulate our value should be presented across two areas: logic and emotion. For example:

## Logic



### Economic Development

Tax revenue, employment rate, jobs created, inward investment, sector development, trade



### Talent Acquisition

To support industry sectors, university researchers, university students



### Quality of Place

New businesses, start ups, innovation hubs, R&D

## Emotion



### Sentiment

Citizen, visitor, business



### Perception

Safety & security, sense of belonging and welcoming



### Quality of Life

Prosperity, safety, environmental, inclusion, accessibility, increased opportunities, tackle social issues homelessness, affordable housing, etc.





# THE JOURNEY CONTINUES

The Pathfinders Programme will continue with a series of activities online and in person. Together with our partners and members we will drive solutions that will elevate the industry.



## Key Areas of Opportunity

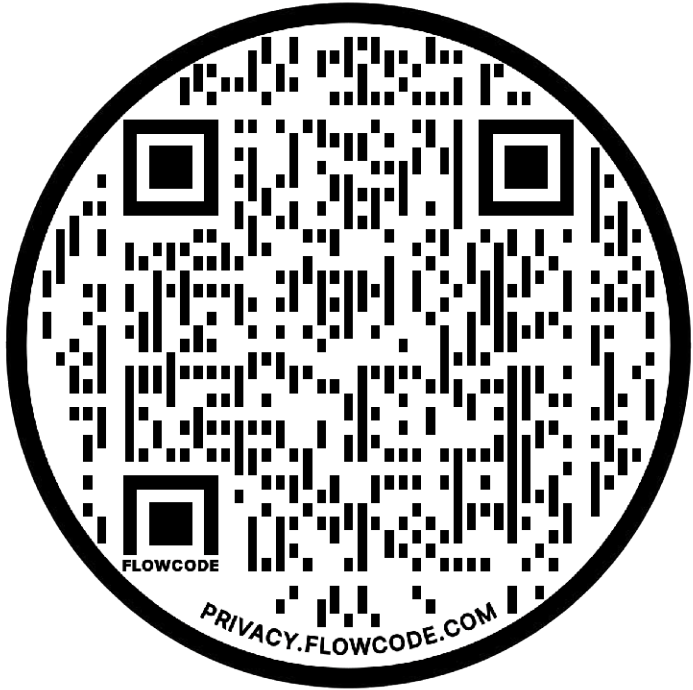
- Support the development of a community indicator
- Global knowledge sharing
- Deeper dive into interest areas
- Understanding of Destinations International tools and resources
- Support a research project that would benefit the community



## Goals for 2023

- Welcome more destinations on to the Pathfinder programme
- Broader engagement within Pathfinder organisations
- Progress in all five key areas of opportunity

# JOIN US



## 5 Reasons to Join Us

- 01** Be part of creating a **value proposition** that will benefit your organisation and community.
- 02** Your **thought leadership** will be recognized through a series of global activities.
- 03** You will **thrive** from building your network and learning from your European and global peers.
- 04** It is **exciting and purposeful** to be creating something new together.
- 05** Your whole organisation will gain membership in Destinations International memberships including **access to tools, services and education.**



# CASE STUDIES





# ANTWERP & PARTNERS CONVENTION BUREAU AND VISIT ANTWERP



## The Project

### Mobile Data Dashboard



## The Challenge

- Understand Antwerp visitors and their movements around the city
- What surges of people in different city areas occur
- Why are some city areas suddenly/ on some days busier than others



## The Solution

The Data Dashboard is an internal application used to better understand the visitors of the city (day visits, overnight visitors) and analyze their movement in the city.

With the dashboard, Visit Antwerp will have a solid understanding of the peaks of visitors in certain areas of the city.



## The Outcomes

The Dashboard provides:

- A better understanding of the number of visitors and their movements around Antwerp.
- What impacts the number of visitors



## The Path Ahead

The next step is collecting the data from city partners, and including all bigger events that attract visitors in the dashboard.

It is our ambition to use the data collected to steer urban development, and mobility in the future.





# ATHENS DEVELOPMENT & DESTINATION MANAGEMENT AGENCY



## The Project

### This is Athens & Partners



## The Challenge

- After 10 years recession the city's infrastructure was neglected.
- Not enough funds to promote Athens.
- The number of visitors is increasing rapidly projected to overcome 2019's 6.4m in 2023.
- Residents are starting to experience over-tourism.
- Athens limited green spaces are over-visited.
- Heatwaves have increased in duration and frequency.
- The unemployment rate is 12.4%
- Local businesses need to benefit from the tourism boom.
- Tourism stakeholders are promoting the destination each for themselves.



## The Solution

- Build collaborations and public-private partnerships that contribute to social, business, and urban development.
- Adopt a holistic approach in tourism.
- Promote Athens as a year-round destination.
- Establish Athens as a destination, not only as a stop-over.
- Utilize tourism as a tool for urban development.
- Bring in key stakeholders for the development of the city.
- Democratise policy making processes.
- Focus on the sustainability of the city as an urban environment and a destination.



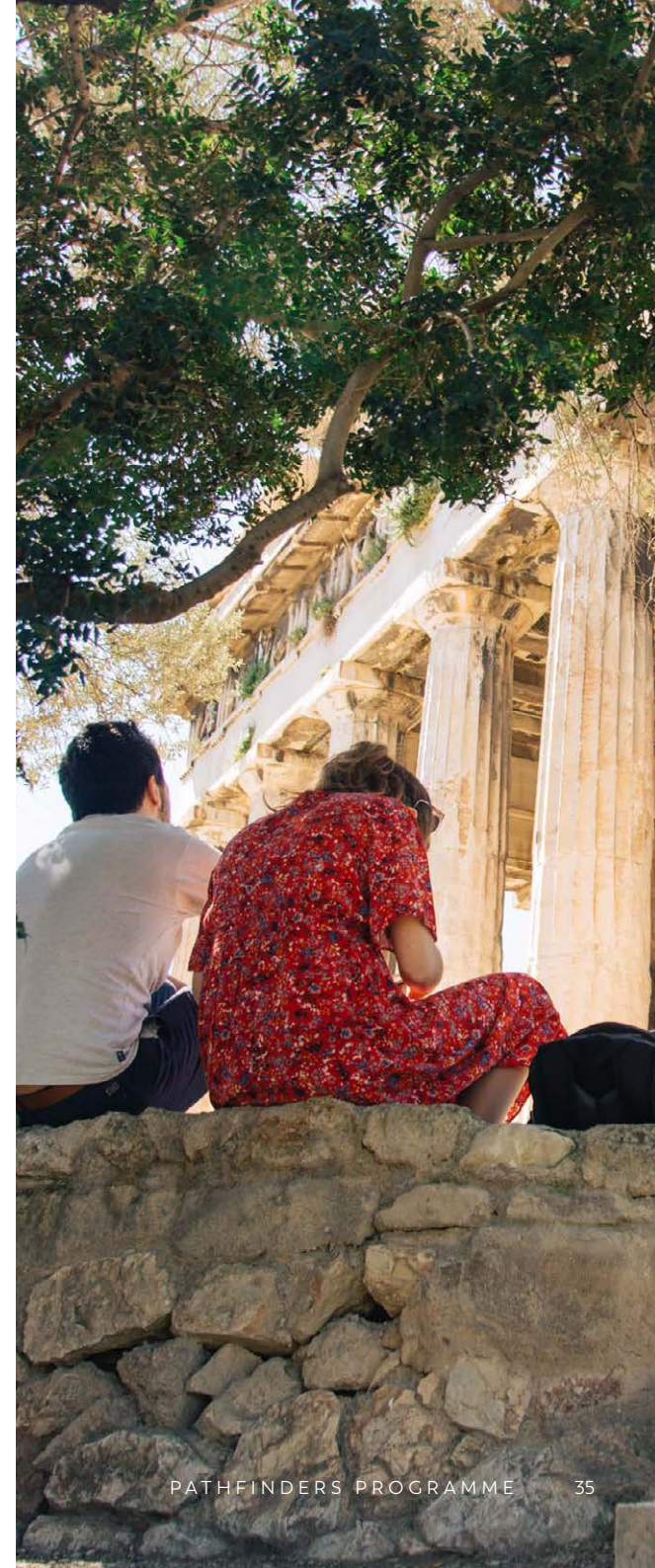
## The Outcomes

- This is Athens & Partners: Form a united destination marketing body with key stakeholders.
- Develop initiatives with local Commerce and Trade associations to benefit local business, like Athens is Back, an online platform for offers and sale promotion.
- Develop in collaboration (open call) with the local art community Athens City Festival, attracting visitors off-season.
- Assess the destination's sustainability with the help of GSTC.
- Explore the impact of tourism on cultural heritage infrastructure with WTACH.
- Ask Organizations to Adopt the City, funding essential green and blue infrastructure projects (34 fountains & 12 Pocket Parks)
- Attract Conferences, Events and Film Production via This is Athens - CVB & Athens Film Office off season
- Establish INNOVATHENS and Athens Digital Lab to promote business development and lot solutions for local businesses.



## The Path Ahead

- Give guidance to local businesses to become more sustainable, through our Athens Business Green Toolkit.
- Revive vacant spaces and stimulating commercial activity by supporting pop-up shops.
- Implementation of an ambitious program to revive Stadiou, a main avenue in Athens.
- Set a three-year plan to increase the number of international conferences and events, implemented by This is Athens – CVB.
- Advocate, educate and regulate the Greek Meetings industry in a national level through the Greek Meetings Alliance.
- Enhance volunteer programs like Athens with a local.
- Collaborate with Universities for Numerical and Sentimental data on livability and sustainability.
- Double Regeneration plan for Votanikos neighborhood.
- Get certified as a sustainable destination by Green Destinations.





# BARCELONA TURISME



## The Project

### City and Tourism Council



## The Challenge

- Barcelona has become a global tourist destination contributing to 14% of the city's GNP
- This generated excessive concentration of tourism on specific areas of the city creating greater pressure on the territory
- Seeing tourism as a main asset for the city, but also as a collective and public domain.
- Move from public-private TO public-private-community decision making.



## The Solution

Tourism is one of the city's main assets. Sustaining it is a collective responsibility .

Created an inclusive council made of multiple stakeholders and community members:

- Advising the local government on local initiatives, policies and strategic lines of action in the area of tourism, from a global perspective.
- Proposing policies on tourism and to ensure its sustainability.
- Producing studies and opinions on issues concerning its sector, at the request of the Mayor.



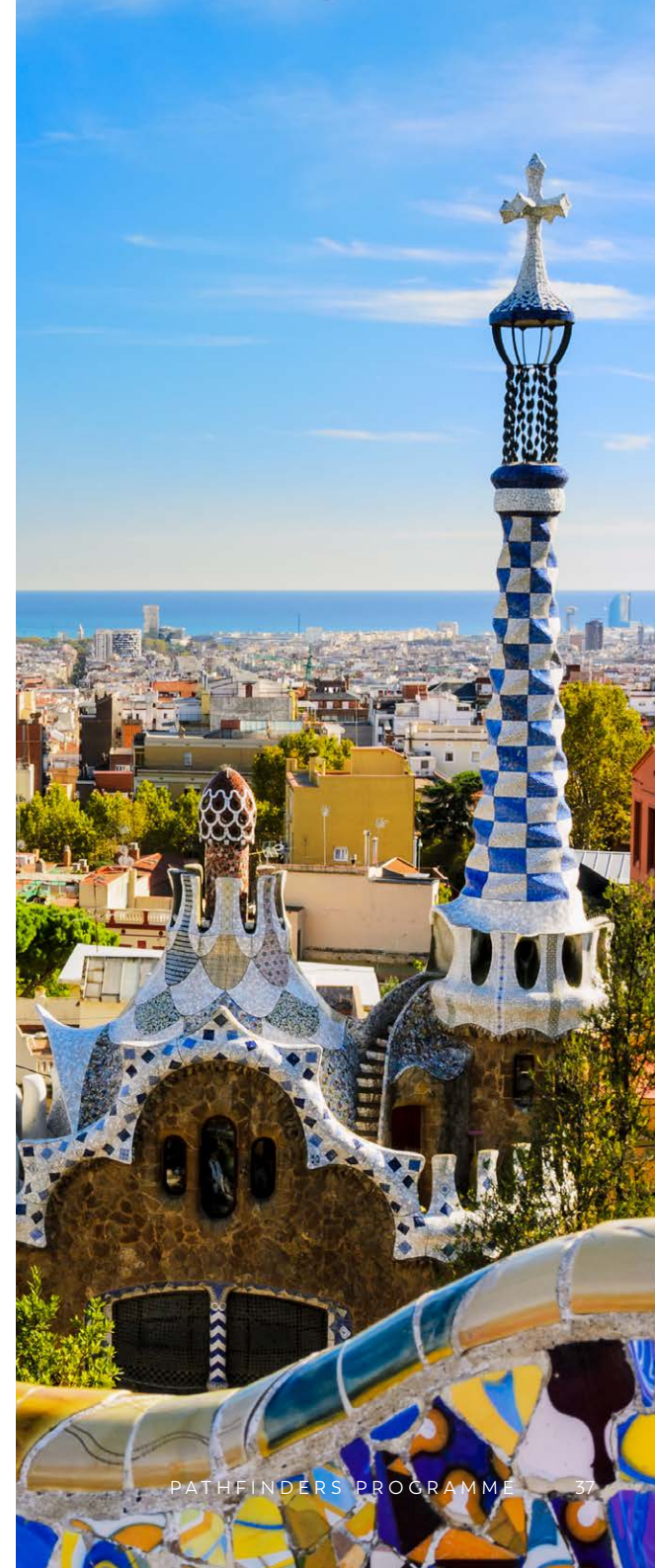
## The Outcomes

- The meaning of dialogue: noise vs conversation
- Understand the limits and possibilities
- •Be patient: intangibility.
- Talk, connect, act
- The council is not a straight avenue to consensus, but a winding path: let's walking together!



## The Path Ahead

Bring in more citizens and associations that represent the greater population. The council members are representatives of different sectors of the city, organized in associations that feel impacted/involved by Tourism issues: all city associations are called to be part of the Council, but, of course, not all apply (they are chosen by an election process)





# CHARLOTTESVILLE ALBEMARLE CONVENTION & VISITORS BUREAU



## The Project

### Tourism for All



## The Challenge

- Started with events that created negative press and perspective on the city.
- Addressing that press had to be met with real steps toward change and creating a welcoming environment for which our entire community could be proud.
- The challenge grew from how we align community shared values with residents, businesses and the visitor experience and leveraging that work into attracting new visitors and creating positive media coverage for the destination.



## The Solution

- Facilitated several meetings in partnership with DI and TripAdvisor that have helped craft the vision and created documents that support that vision, including a marketing handbook with guidance on how to market inclusively and an EDI pledge that includes pillars for action steps and metrics.
- Created a safe space for community members to voice opinions through numerous affinity groups in the community.
- Build trust and actively learn by working with the community to create vision, find ambassadors for the work and build awareness.
- Educating businesses that don't normally get involved – the creation of Discover Black Cville, a marketing platform aimed at representing a major part of the community.
- Developing accessibility assessments through Wheel the World so we can appropriately assist travelers with disabilities.



## The Outcomes

- Discover Black Cville has generated significant positive press coverage for our community and promotes local black businesses to give them extra support accessing the tourism economy.
- We are tracking the overall outcomes through the EDI action plan metrics and through TripAdvisor by tracking inclusive and welcoming language used in reviews and chats over a 5 year period of time to see how our participating businesses trend with ratings and the language used to describe the visitor experience.



## The Path Ahead

- The work for maintaining a welcoming environment for all visitors to a community is never complete.
- As we learn more and grow, we are developing intentional tour products that give voice to under-told stories and educating residents and businesses about what being a welcoming community means.





# DESTINATION DC



## The Project

### DEI Business Fellowship



## The Challenge

- The intention of this fellowship is to empower minority entrepreneurs with marketing, mentorship, education, and networking opportunities to sustain and grow their businesses.
- Find a way to reach out, connect with, and support small, underrepresented businesses in the local tourism industry.



## The Solution

Applications were accepted for local small disadvantaged businesses to have access to exclusive benefits. The applications are reviewed by a committee for consideration.

### Eligibility

Independently owned small businesses in the travel and tourism industry with annual revenue less than \$10 million and/or fewer than 50 employees. Majority ownership should be a person from a minority group by people of colour, LGBTQ+, women, and disabled persons.

### Benefits

- Complimentary membership value: \$1,050.
- Member benefits, except listings in print publications.
- Dedicated account manager.
- Two tickets for the Marketing Outlook Meeting; value: \$95 each.
- Content inclusion in the DEI District on [washington.org](http://washington.org), as appropriate.
- Five exclusive sessions with DDC's specialists from all departments.
- Annual return on investment report.



## The Outcomes

The inaugural class of DEI fellows include:

- 14 small businesses
- six are restaurants/F&B outlets
- eight convention service providers

Among the majority owners:

- seven Black women
- two White women
- one Black man
- one Latino man
- one Asian woman
- two White men from the LGBTQ+ community.



## The Path Ahead

To understand and create a pathway for the DEI business fellows to be exposed to the meetings and convention customers.

This way, they get added value from their membership and direct growth and the meetings delegates get exposed to a true authentic experience by locals and true to Washington, DC.



# DESTINATION GREATER VICTORIA



## The Project

### Circular Tourism Economy



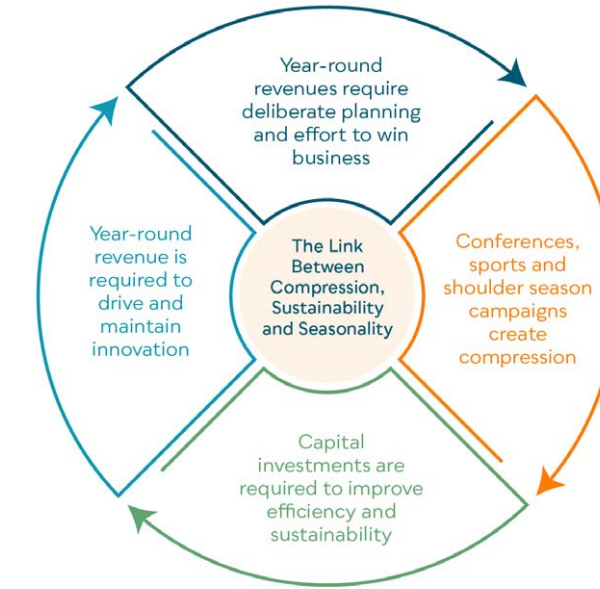
## The Challenge

- There isn't a clear blueprint for how a medium size DMO can take scaled-up action toward sustainability and circular economy for a destination.
- Massive capital investment is needed, and the private sector bears much of the cost and risk. There is also a long-term financial in not adopting sustainability as core business practice.
- Residents are very politically engaged, particularly on environmental issues.



## The Solution

- DGV made a deliberate choice to tackle sustainability in strategic and practical ways, providing support to our members, and in alignment with local community values.
- Work strategically to stimulate predictable, year-round revenues for our members, addressing seasonality, which allows our members the revenue to be able to make investments in sustainability.
- DGV demonstrates local and international leadership in sustainable tourism, and ensures we actively engaged with residents, businesses, and government.
- DGV also inspires thought leadership, and action through the IMPACT Sustainability Travel & Tourism Conference.



## The Outcomes

Destination Greater Victoria achieved recognition as North America's first carbon neutral DMO and Conference Centre. This was accomplished over three years.

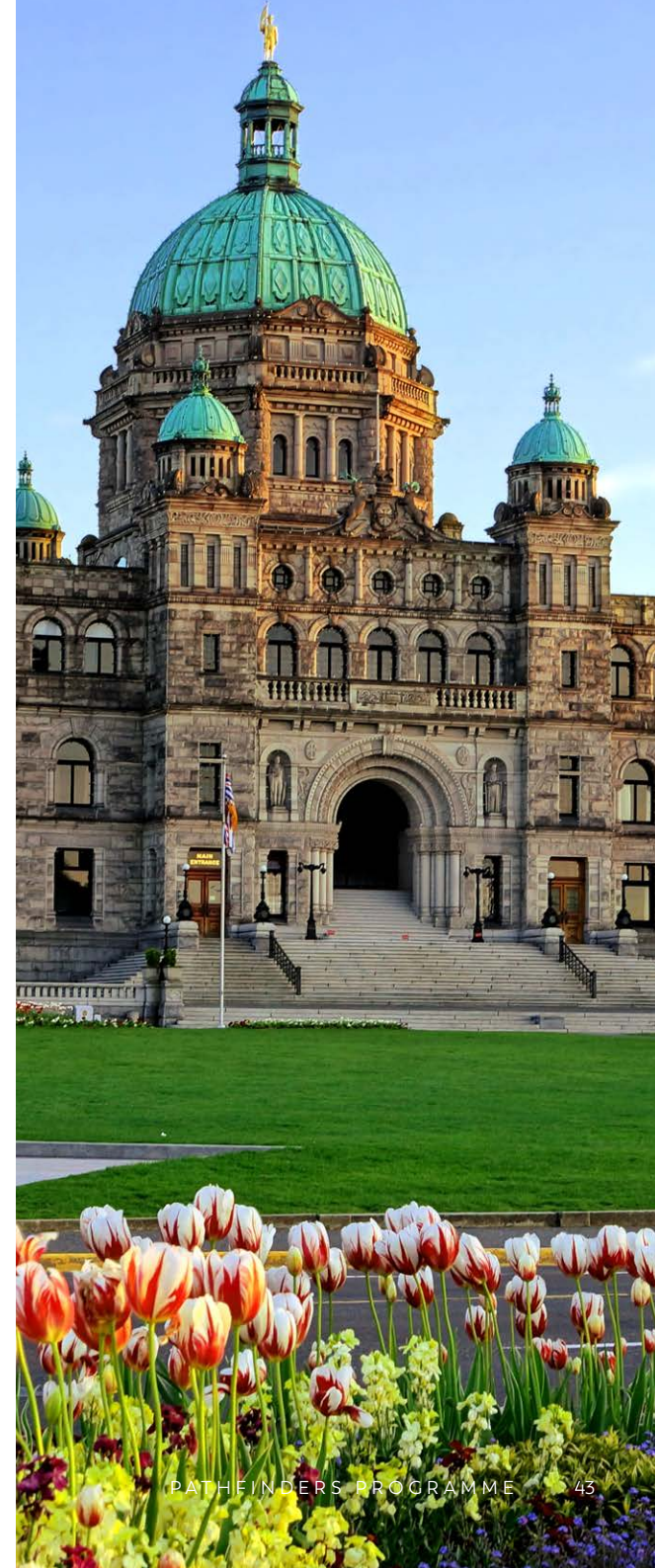
Destination Greater Victoria:

- Supports and highlights the sustainability initiatives of our members.
- Aligns our efforts to local, Provincial, and Federal climate and waste targets and strategies.
- Continues to have strong support from residents, and local businesses for the visitor economy and the work of Destination Greater Victoria.



## The Path Ahead

- Destination Greater Victoria aims to be a global leader in regenerative and circular tourism.
- DGV will work with partners to build a circular economy at scale and aims to demonstrate to the world what a circular visitor economy can look like while continuing to deliver shared value for residents, local businesses, and visitors.
- Continuously committed to the Biosphere Certification process





# EAST SWEDEN CONVENTION BUREAU



## The Project

### The Fenix (Phoenix) Fund



## The Challenge

A need to strengthen and rebuild meetings and events as drivers of place development, growth and social sustainability.



## The Solution

- Collaboration between ESCVB and the Department of Business and Development in Norrköping with support from The Swedish Agency for Economic and Regional Growth.
- Create an easy-to-access funding guidance document that lists all available subsidies and grants connected to the UN's SDG's
- To be available for local, national and international event organizers to access and share.
- As part of funding requirements, it is requested that all proposals take legacy/ impact into account in the event planning.
  - Including a fund focused around enhancing the public image of Norrköping as a dynamic place to live, work and host live events
  - Innovative concepts connected to local areas of strength such as visualization, logistics or music are encouraged.



## The Outcomes

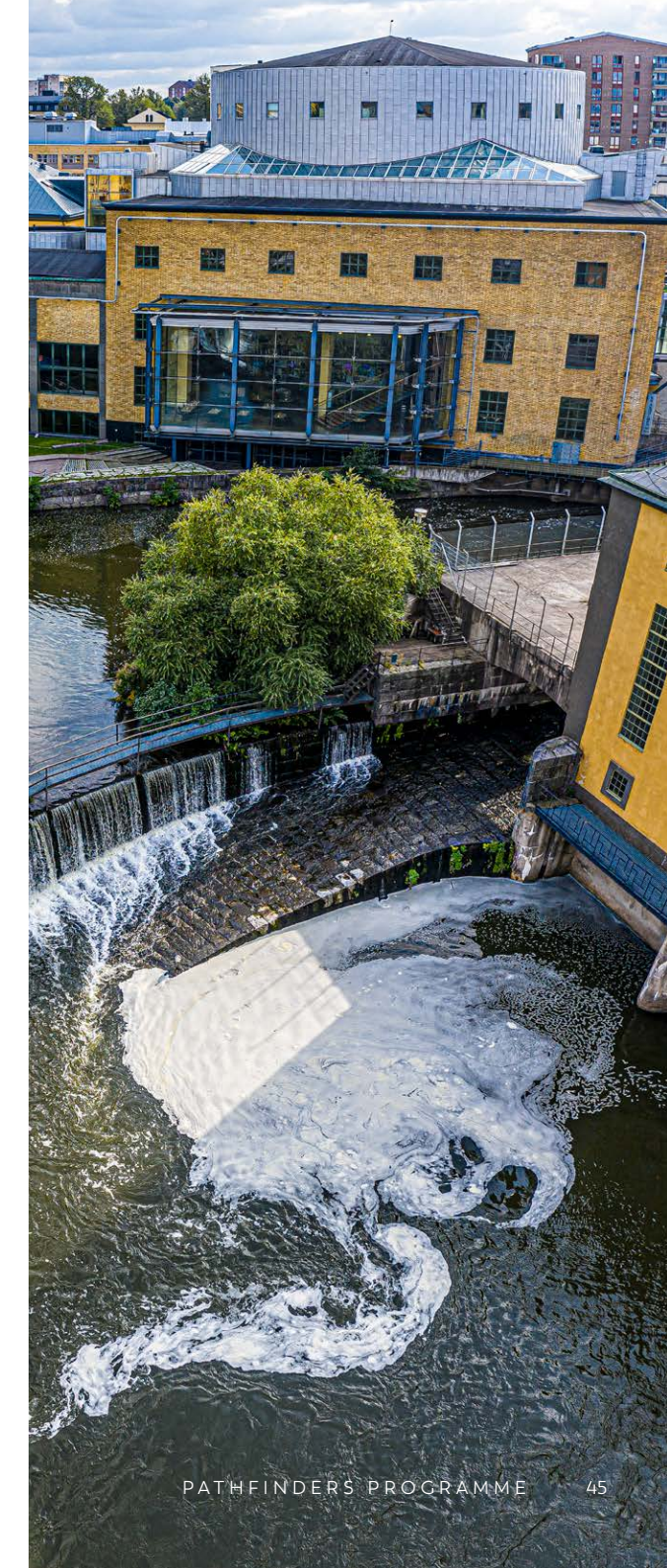
- This fund has helped kick start the industry and venues back to life post pandemic.
- A showcase festival, Future Echoes, has been established.
- To date 14 applicants have been approved for funding up until 2025. More applications are coming in.
- 2,6M SEK of the 4,5M SEK have been disbursed so far. A maximum of 500 K SEK can be applied and approved for per application.
- We are please to see that there's been a great variety of themes in the applications for funding: exhibition, theatre, new circus, place development, new venues, gaming and different genre of music performances; classic to rap.



## The Path Ahead

We hope that the Fenix fund will live on beyond the three year project period and that it will have given such results that it will continue to grow and develop and support the live industry while it continues making Norrköping an even more attractive, and progressive destination for national and international live industry events.

- Help with developing/refining it
- We would be happy to have a discussion with anyone interested in this. We might have friends among us who have developed similar projects. It would be great to share best practice sessions with.





# FÁILTEIRELAND NATIONAL TOURISM DEVELOPMENT AUTHORITY



## The Project

### Dingle Peninsula Destination & Experience Development Plan (DEDP)



## The Challenge

- To develop a sustainable basis for the destination centered on creating experiences that excite consumers and buyers alike by focusing on the preservation of the natural and cultural heritage of the area.
- To encourage international visitors to immerse themselves actively in the locale by delivering memorable moments that inspire tourists to not only share their experience with others but also encourage them to return.
- To motivate tourists to visit and stay in the local communities across the Dingle Peninsula through increased dispersion of visitors across all the communities throughout the year.



## The Solution

- The formation of the Dingle DEDP Implementation group which was given the task in conjunction with Fáilte Ireland to implement the Dingle DEDP Plan over a five-year period (2021 – 2025).
- This implementation work started in January 2021 and followed a preliminary period of two years researching, developing and writing the Plan itself.
- The projects and destination development activities in the Dingle DEDP were organised into an experience development framework and were then adopted by a Working group made up of Industry, Community and relevant stakeholders



## The Outcomes

- The plan gives the destination a vehicle and structure with which the destination can develop and target common goals and actions as a unified collective.
- The formation of a cohesive unified Implementation Group with common agreed shared actions.
- A five-year vision for the Destination that all relevant stakeholders / partners can adopt as part of their own internal action plans.
- Prioritization of projects for resources from stakeholders should they arise during the lifetime of the Plan.
- Over 98% of Actions in the Dingle DEDP Plan are currently in the green or orange category, so complete or moving forward.



## The Path Ahead

- To establish a Sustainable Energy Community (SEC) for tourism / hospitality businesses on the Dingle Peninsula.
- To develop an Energy Masterplan within the SEC, where sector specific interventions will be recommended and will have a significant impact in reducing the carbon output of the SEC. These interventions will also have a huge financial impact in reducing the monthly overheads of businesses.
- This project will lend itself to the promotion of Corca Dhuibhne (Dingle Peninsula) as a Sustainable Tourism Destination and will act as a catalyst in shaping Ireland's development of sustainable tourism destinations across the country.





# GENEVA CONVENTION BUREAU



## The Project

### Geneva Excellence Club



## The Challenge

Meeting visitors where they are in order to share accurate destination knowledge that can benefit the visitor and the destination.



## The Solution

- An educational club for community staff members with direct point of contact to the visitors.
  - Physical reception at the tourist office
  - Outsourced physical reception: Visitors' Center at the airport, reception at convention centers, reception at hotels;
  - Digital reception: website, chats, Google Map, smart assistants (Siri, Alexa, etc.).
- It offers varied, practical and fun training courses on destination knowledge.
- Members receive benefits at each level and are invited to networking events.



## The Outcomes

- Start of the education programme with A Destination Course and a Visit of the old town with an online training module and quiz to become Excellence Club Member (level 1).
- We are convinced that the two most promising points of contact are at hotel receptions as well as on websites and that we must ensure that smart assistants can find the most relevant information.
- It is a fundamental work requiring the involvement of all the actors of a destination.



## The Path Ahead

We plan to:

- A Market Training & Thematic Guided Tours to become a Excellence Club Specialist (level 2)
- Establish a further programme in 2024 to become an Excellence Club Ambassador (level 3)
- Eventually, more than the majority of people in direct contact with tourists are able to provide information and a quality welcome in Geneva.





# HUNGARIAN TOURISM AGENCY



## The Project

### The National Tourism Data Supply Centre (NTAK)



## The Challenge

- The variable, paper-based data supply practice no longer satisfies the challenges of our times when fast response is required.
- The employees of the sector and those working on the development of the sector can only rely effectively on full and up-to-date information.



## The Solution

- The aim of the National Tourism Data Supply Centre is to help tourism development and enhance competitiveness through the digitization of the accommodation services industry.
- Availability of a sufficient quantity of up-to-date information of sufficient depth required for tourism development decisions.
  - Tourism may be organised and developed well with a clear understanding of what works and what does not in the sector.
  - Each accommodation facility can fulfill their data registration obligation required in relation to guest registration digitally, by using a hotel management software.
  - Data is being stored and processed, and structured reports and analyses are prepared from it.



## The Outcomes

With the help of NTAK, we see not only the past, the present, but also partly predict the future based on the advance bookings of the accommodation establishments. We can see the trends and changes, which further help us in planning and preparation.



## The Path Ahead

Starting from July 1st, 2023, NTAK will also be able to collect and analyse detailed data of about 50,000 restaurants and 10,000 tourist attractions. This decision-supporting system – that is unique all over Europe – will display real-time data of all tourism suppliers. The information that we gain through the system enables us to enhance the productivity of data-driven management in the tourism sector and supports operations and overall competitiveness of suppliers.







# LOS ANGELES TOURISM AND CONVENTION BOARD



## The Project

**Increasing access to the economic benefits of tourism among historically underserved communities and businesses in Los Angeles.**



## The Challenge

- Support the organization's ongoing commitment to create a more equitable and inclusive tourism industry.
- To increase member representation from historically underserved communities and enable these local, small businesses to realized increased revenues through tourism.
- Difficulty in finding a significant number of diverse businesses through the City's portal. They explained that there is a historical legacy and perception that small businesses from underserved communities rarely receive city contracts. On that basis, we understood that we needed to take a non-traditional approach if we were to successfully meet our objectives.



## The Solution

- Consulted with members of Los Angeles Tourism's Community Advisory Board- a volunteer group of 30 community leaders representing the breadth of LA's diversity who helped us reach members of the community that were under-represented.
- We empowered our Community Advisory Board to nominate any diverse, local business that they believed could benefit from tourism for Los Angeles Tourism Membership, waiving their member dues for 24 months.
- We partnered with the Los Angeles Sports & Entertainment Commission, whose Business Connect program offers local companies from historically underserved communities the opportunity to submit a formal proposal to provide goods and services for major sporting events like the Super Bowl.



## The Outcomes

We welcomed 142 new/diverse small businesses as Los Angeles Tourism Members, representing a 16% increase in our total Membership.

- We offered every local business that had submitted a bid through Business Connect – regardless of whether their bid was successful – the same opportunity to become a Los Angeles Tourism Member, again, with Member dues waived for 24 months.



## The Path Ahead

By waiving their member dues for two years, we will be able to collaborate with these companies to:

1. Help them understand how to most effectively attract visitors to their businesses
2. Provide the ability to connect directly with existing Los Angeles Tourism Members to expand their professional networks and identify new business opportunities
3. Provide us with key learnings so that we can better attract and support Members from historically underserved communities.





# MALMÖ CONVENTION BUREAU



## The Project

### Strategic Event Selection



## The Challenge

MCB needed a more strategic approach to attract events into the city.

To carefully select events that have the potential to generate an impact for both the community and the ecosystem but also create pre-conditions for inclusive and sustainable development.



## The Solution

We started the project of mapping stronghold sectors in the Region of Scania and the city of Malmö. How can congresses and business events be utilized to strengthen these sectors and become a tool for transition?

We started to focus on events that had the potential of becoming recurrent instead of rotating nationally or internationally.

Together with our clients we started setting goals based upon targets outside the actual scope of the congress/business event. Targets on a long-term basis with a lasting effect for the community.



## The Outcomes

- We have a much closer collaboration with colleagues and a tighter dialogue with stakeholders working with companies and organizations that want to invest in Malmö.
- We have a broader internal (political and public officials) and external understanding on the potential of congresses and business events and how they can be utilized as strategic tools to achieve the intended change.



## The Path Ahead

Next steps are to define KPI's that are easy to understand, measure and communicate.





# MARKETING LIVERPOOL



## The Project

“Make a Difference”:  
Club Liverpool  
(Conference  
Ambassador  
Programme) Recovery  
Campaign



## The Challenge

Business events make up such an important part of Liverpool’s visitor economy so when they stopped taking place due to the pandemic the impact was felt not only by the convention centre but beyond.

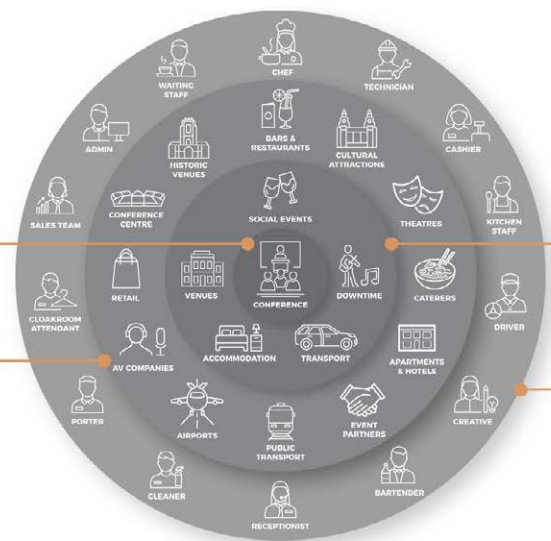


## The Solution

1. A 3-year project to support the growth of business events in Liverpool.
2. A new campaign to attract new ambassadors to Club Liverpool – our successful conference ambassador programme.

### The goals:

- to grow the number of ambassadors
- bid for (and win) more conferences aligned to our city sector strengths
- demonstrate how we benefit businesses across the city and beyond.
- attract ambassadors from the business/corporate sectors – not just from academia or medicine
- support the city’s recovery plan to create an economy that was sustainable for the future prosperity of the destination



### 1. CONFERENCE EVENT

Your conference will create a positive ripple effect for Liverpool City Region.

### 3. BUSINESSES

Hundreds of local businesses are essential to the event industry and delegate experience.

### 2. CONFERENCE ACTIVITIES

Conferences need many elements working together to deliver a successful event.

### 4. PEOPLE

Thousands of local people are employed by the businesses in a vast range of roles.



## The Outcomes

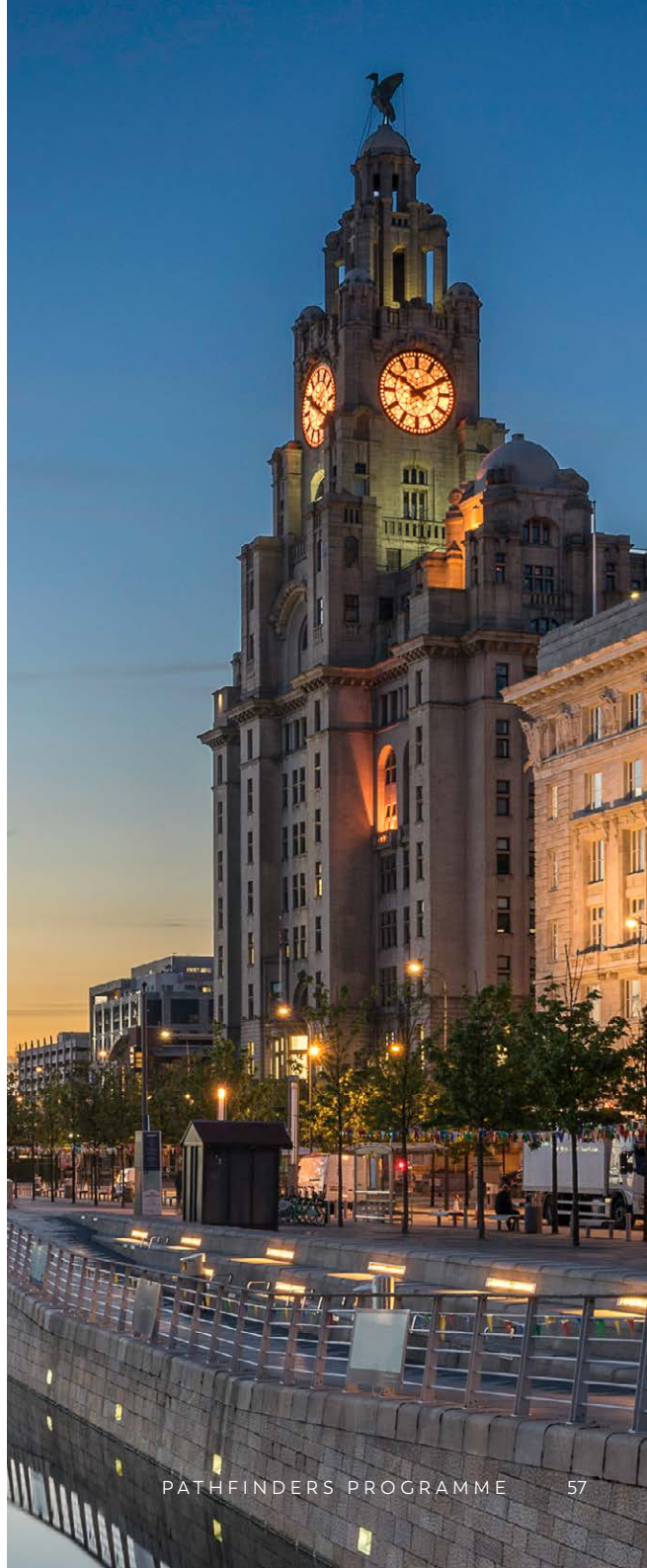
Since the campaign was launched we have:

- Increased the number of ambassadors by 70 (30% increase)
- Developed a pipeline of conferences with potential to bid worth in excess of £140million
- Resulted in 26 bids won (Against a target of 18)



## The Path Ahead

Expand our work further on the positive impact and legacy of conferences and events beyond the economic.





# MEETINWALES



## The Project

### SQLBits 2023: Working Toward An Inclusive Event



## The Challenge

SQLBits hosts an annual event consisting of 2,000 data technicians and IT specialists, over a 5-day period. This is a delegation that has a natural inclination to online content, and often away from live events.

SQLBits wanted to:

- encourage more of their community to attend in person
- take the additional benefits from learning and networking face to face
- to create an event where they would feel comfortable



## The Solution

SQLBit chose Wales as their host destination because Wales is unique in its support for wellbeing, being one of the only destinations in the world to have legislation that supports it; the 'Well-being of Future Generations Act'.

With this support structure in place, SQLBits sought to:

- Create a comfortable and welcoming environment to delegates who had not previously felt comfortable attending a large event of this kind
- Allow every delegate the option to opt in and out of content and networking
- Create an environment of safety and enjoyment across the event
- Underline the events approach to wellness, with other 'values-based' commitments around inclusivity and sustainability



## The Outcomes

A number of initiatives were implemented that gave flexibility and choice to delegates.

- Event chaperones
- Inclusive areas and services from sensory to faith rooms.
- Variety of options to gain access to content
- Funding to support free access for all delegates to Saturday's sessions,
- Promotion of the Welsh Language
- Marketing of Wales as a destination
- Welsh entertainment, singing
- The event also offered a number of community engagement initiatives, including:
  - Local community helpers
  - Litter pick-ups with the local girl guide groups in Newport
- This all took place under the backdrop of a 'green' host venue in ICC Wales.



## The Path Ahead

There are a number of initiatives that can be replicated across every event regardless of location or venue.

- Breaking down barriers to face-to-face
- Underlining wellness as an evolving 'value' within events. Sitting directly next to inclusion
- How destination and cultural experience can be weaved into this kind of approach in a way that adds huge value
- How event content needs to be dynamic, both in the way it is presented, but how and where it is consumed by the delegates





# NETHERLANDS BOARD OF TOURISM AND CONVENTIONS



## The Project

### Perspective 2030



## The Challenge

- In response to overcrowded attention in Amsterdam and the rejection of tourism from residents
- The need to focus marketing efforts differently
- A need to focus on a holistic approach involving partnerships, residents and strategic marketing efforts.



## The Solution

- Worked together with stakeholders, city, provincial and national government to determine how they wanted to continue as a destination.
- Connected with the visitors, while developing a more positive attitude toward tourism and visitors.
- Worked with residents by surveying and researching, understanding what types of festivals they wanted and educating them on the benefits of tourism
- Marketing - Needed to market to a 'new traveler'
  - There is more to the Netherlands than Amsterdam
  - The new traveler – we don't want everyone, although we welcome everyone. We want the people who want to be here, and immerse themselves



## The Outcomes

- Determined the destinations core values: Open, inclusive and inventive
- Now city councils help communicate tourism benefits and initiatives to the residents
- Marketing – “Right visitor, at the right place, at the right time”
  - Campaign: 'Bring yourself and we will do the same'



## The Path Ahead

- Continue with data collection via the National Data Alliance
- Reassess the work that still needs to be done
- Continue to focus on a holistic approach
- Develop tools to measure environmental and social impact







# NEW YORK CITY TOURISM + CONVENTIONS



## The Project

### NYC Local Legends



## The Challenge

A need to promote New York City's traditional tourism corridors while also encouraging visitors to explore beyond them and support local businesses, especially those owned by women and BIPOC communities.



## The Solution

NYC & Company created a digital series called NYC Local Legends, featuring five separate films showcasing the neighborhoods of New York City through the perspectives of longtime New Yorkers. The series' first installment focused on Mott Haven, a now-vibrant area in the South Bronx historically associated with urban blight, and highlighted the cultural significance and offerings of the neighborhood and its welcoming local businesses, many of which are Black and/or Latino-owned.



## The Outcomes

The NYC Local Legends: Mott Haven episode garnered over 1.4 million views across social media, was well received by locals, other New Yorkers, visitors, and travel industry professionals, and encouraged visitation to the area.



## The Path Ahead

NYC & Company will continue to produce and promote additional episodes in the NYC Local Legends series to showcase other neighborhoods and support local businesses across the five boroughs.

The Destinations International global community could support NYC & Company in this work by promoting the series to their respective audiences and sharing best practices for promoting diversity and inclusion in the tourism industry.





# RTO4.CA & SIMPLEVIEW



## The Project

### Stratford Destination Animation Fund: Resources for Sustainable Asset Development and Stakeholder Engagement



## The Challenge

As early as 2014, RTO4 began working on a model of sustainable tourism developments based on five key principles:

1. Hygiene first — fix broken things in the real world and in the digital world
2. Destination network — sustainable destinations are the result of engaged communities
3. Create a shared story brand — no channel rules, authentic experience is key
4. Focus on the visitor experience
5. Enable engagement — deal with disruption at the destination and operator level



## The Solution

The Stratford Destination Animation Fund is part of RTO4's incubator approach to tourism product development and marketing.

- The initiative offers business operators matching funds to create new or enhanced tourism experiences that align with the destination's core DNA — the things that make it unique.
- The experiences must be highly “shareable” and “highly shared,” and the operator must execute, measure, and report on that metric.
- Address three of the key principles:
  1. To enable the operator to connect better in a digital world
  2. Stratify and confer value to a network of stakeholders working together with the regional office to amplify their unique place and brand.
  3. Enhance the visitor experience by adding authentic animation to place relevant DNA.



## The Outcomes

- The destination animation fund was pioneered in 2017 and has since then successfully been executed and relaunched with remarkable results, world press-worthy animations, and events for the last five years.
- The network of stakeholders in Stratford who consider themselves a key part of the tourism milieu has never been stronger.
- The destination continues to thrive and fulfill its own stated mandate of becoming “a cultural resort town” built on the strength of its theater backbone, but very much created and expanded by the hands of many partners.
- The fund has been expanded to three other cities



## The Path Ahead

- Continue with implementing concepts of community alignment into destinations who can benefit the most
- Work on tools and processes that help destinations engage with their stakeholders
- Things like the destination animation fund, digital tools for stakeholders, and collective destination planning, visioning, and storytelling are essential.





# TÜRKIYE TOURISM PROMOTION AND DEVELOPMENT AGENCY



## The Project

### Türkiye's Sustainable Tourism Program



## The Challenge

- There has been a demonstrated trend and need for sustainable tourism options in Türkiye.
- Sustainability is beyond a voluntary based action and should have mandatory principles and practices that include governmental bodies.
- A national program with cooperation of all industries and international institutions under the guidance of the Republic of Türkiye Ministry of Culture and Tourism and the Türkiye Tourism, Promotion and Development Agency (TGA).
- The need to utilize and promote our supply resources of tourism without jeopardizing the protection of them by developing national sustainable tourism standards in cooperation with its domestic and international stakeholders, regardless of capacity, size or location.



## The Solution

To become the first government in the world to develop a national program with GSTC in the sustainable tourism; become a pioneer and a good example for other destinations.

1. Engage all stakeholders in tourism industry for sustainable transformation.
2. Determine the industry criteria set for whole country which consist of 81 cities including different economy, culture, geography and people with all related stakeholders.
3. Launch a business model that covers all hotels of all sizes and capacities.
4. Create and apply a national sustainable tourism program at international standards.
5. Shift sustainability from a voluntary concept to an obligatory one including governmental parties.



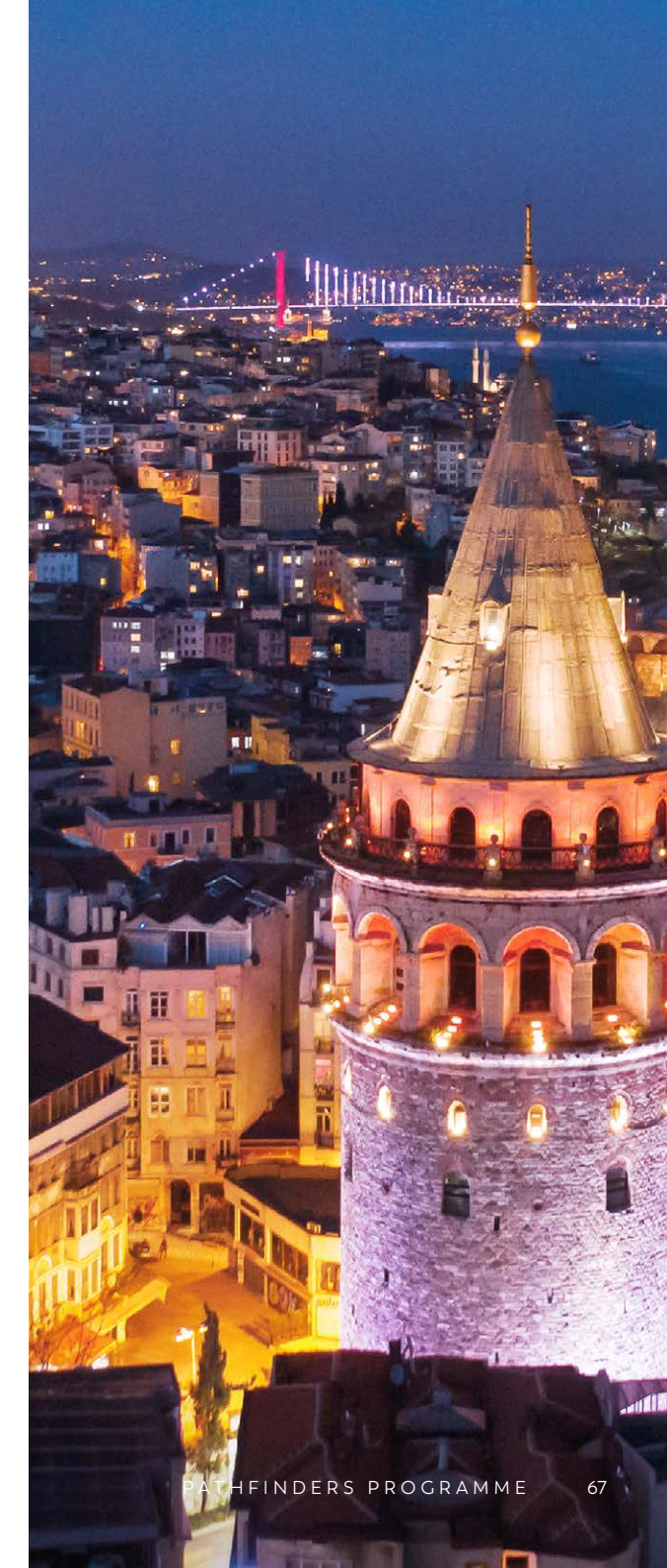
## The Outcomes

1. Turkish government, private sector representatives and sustainability stakeholders has been in cooperation for the project development and application.
2. Set 42 industry criteria which was determined and approved by all related stakeholders in the process.
3. To cover all hotels regardless of size and capacity by creating a gradual business model. There are 3 types of documents which makes it easy for all facilities to adapt.
4. The industry criteria set is recognized by GSTC and also the whole program itself has gained "acknowledged" status by GSTC.
5. As of 01.01.2023; Sustainable Tourism 1st Stage requirement for all accommodation facilities that apply for a Tourism Management Certificate from the Ministry of Culture and Tourism (14 Criteria/ 30% of GSTC).



## The Path Ahead

- Highlight to Sustainable tourism approach in domestic and international market.
- To help consumers and providers which seek more sustainable choose and share globally good practices
- To reach growing market for sustainable products
- To strengthen international collaboration in sustainable tourism
- To have verifications and certification for many hotels and increasing them day by day, in short time.
- To raise awareness of sustainability efforts and best practices in tourism facilities.
- To set apparent targets and basic guidelines to raise sustainability standards in the tourism sector.





# VISIT DALLAS



## The Project

### The Dallas Comprehensive & Environmental Climate Action Plan



## The Challenge

- Getting popular support for “sustainability” measures is difficult in a polarized political climate where a new government (state or country) can change opinions quite drastically.
- Texas relies on oil and there has been pushback against sustainability efforts for clean energy.



## The Solution

Developed by the Office of Environmental Quality and Sustainability to address “climate change and environmental planning, waste and recycling, water conservation, air and storm water enforcement, environmental outreach, and community engagement.” Includes cross-sector public and private partnerships.



## The Outcomes

- Transformed parking space into parks in Downtown Dallas, creating an urban oasis while encouraging walkability
- Created a large multi-purpose park on top of an old highway. Provides green space, playgrounds and fountains while connecting two neighborhoods that were once separated.
- The DFW Discovery Trail – connecting Downtown Dallas with Ft. Worth via a 60+ mile trail



## The Path Ahead

- Continue implementing the plan throughout the city of Dallas
- Dallas/Fort Worth International Airport: Goal to achieve net-zero carbon emissions with no offset credits by 2030
- Proposed Kay Bailey Hutchison Convention Center sustainability efforts







# VISIT OULU



## The Project

### Smart Tourism Destination



## The Challenge

Create a shared data dashboard and obtain the most important data/metrics of the tourism destination, including:

1. Visitor profile
2. Visitor feedback
3. Tourism generated turnover in the regional area
4. Level of digitalization in local tourism companies
5. Reservation data
6. Sustainability information
7. Ability to create products for international tourists by the local tourism companies
8. Marketing analysis



## The Solution

Oulu and the other 9 counties applied to EU Smart Tourism Destination programme and started to develop a dashboard to be able to create a data driven destination. Funding was obtained from EU and the project was driven together with bid winning partnering companies.



## The Outcomes

A Data Dashboard was created, available to all participating DMOs and data is being collected and analyzed by the regional DMO, Visit Oulu.

Data provides tools especially for marketing and product development. It also justifies the financing of the DMOs as it shows the importance of tourism to local economy.



## The Path Ahead

The dashboard will be further developed and the goal is to integrate new tools including surveys and survey analysis, tourism information visitor data, consumer purchase behavior etc.





# VISITSCOTLAND



## The Project

**The Transformation Protocol: a unique initiative led by VisitScotland Business Events that enables business events' organisers or Scottish stakeholders to connect with a wide variety of organisations and policy makers.**



## The Challenge

- To go beyond the key economic measure of events by tapping into the wellbeing economy by putting people and planet first and giving the business events industry an opportunity to demonstrate its true worth to society.
- To realize the impact the event industry can have on academia, private industry, investment, education and ultimately, the achievement of the UN Sustainable Development Goals.



## The Solution

- The Transformation Protocol helps connect experts and thought leaders with partner organisations in Scotland so that the opportunity to forge new relationships is not missed.
- It works by drawing in other partners who might not normally be involved or attend events. This is the crucial area where we can ensure that business events are truly catalysts for social and economic change, by ensuring we take that opportunity when it visits us.



## The Outcomes

Established a network of over 30 academic institutions, research centres, private industry, third sector and innovation centres from across Scotland, representing a vast variety of society.

This network is now actively engaged in the benefits of business events to society and working with convention bureaus from across the country on contributing to their success outside of economic benefit.



## The Path Ahead

To further the scope of the network and establish case studies for events that have engaged the transformation protocol.





# WONDERFUL COPENHAGEN, COPENHAGEN CONVENTION BUREAU



## The Project

### Copenhagen Together for Positive Impact Strategy



## The Challenge

- A need for a new and agile strategy for our meetings industry with a focus on both short and long-term results that manages to attract and create business in the capital region.
- To continue to ensure common direction, knowledge and sufficient investment power to bid for and win international congresses.
- The new market situation defined a need for a more value-based focus and a focus on broader impact including societal and the mitigation of environmental impact.



## The Solution

- Based on mutual trust between stakeholders, Meetingplace (membership based industry network) will work on three key focus areas with the goal of building a strong, sustainable and value-adding destination for international meetings, congresses and events.
- The vision is to be the most relevant destination for sustainable international business events.



## The Outcomes

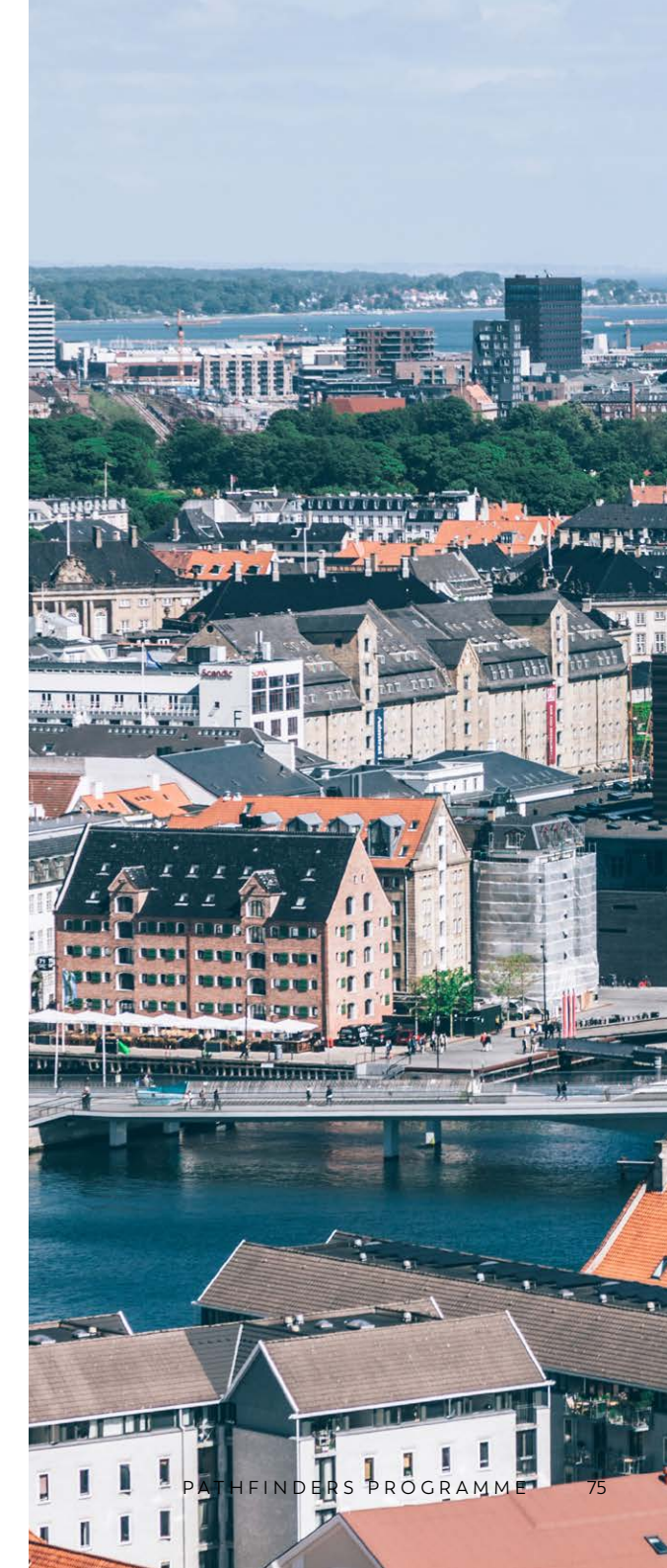
Three focus areas were determined:

1. **Transforming to meet the changing needs of clients:** Through knowledge of customers, new market needs, digital transformation and business intelligence.
2. **Sharing Communities:** We enter into partnerships and collaborate.
3. **Creating broader sustainable impact**  
Focus goal: We are the leading sustainable destination in the world, creating broad societal value. A balanced approach to economic, social and environmental sustainability is essential.



## The Path Ahead

- Continuing to deliver on the heads-in-beds KPI and also on the broader value creation KPI's such as a legacy measurement methodology, a high membership satisfaction rate and delivering on defined sustainability ambitions.
- The aim is to become #1 on the GDS Index
- To further develop and deploy the Copenhagen Sustainability Guide by requiring associations to use the guide to some degree.







**DESTINATIONS**  
INTERNATIONAL  
PATHFINDERS PROGRAMME