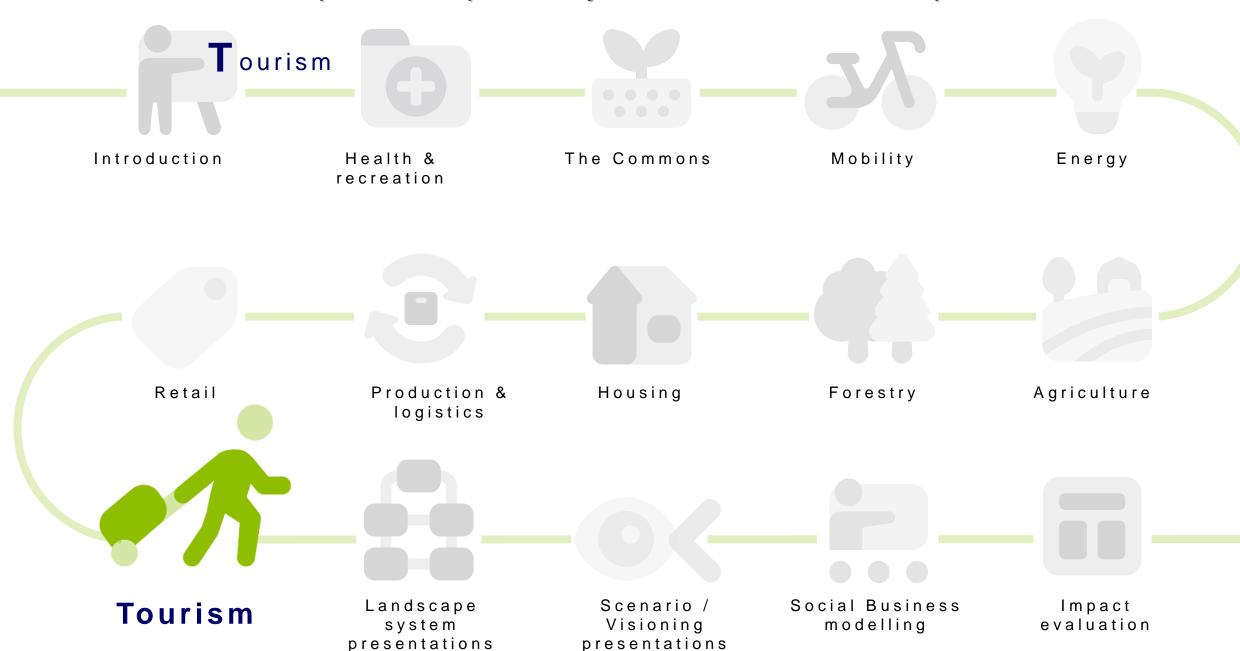


TELOS Towards a European Landscape Economy for a Sustainable Urban Development



TELOS Index



1 Introduction to Key Concepts

Tourism, Tourist, ...

O5 Exersize in Breakout Rooms

Questions

Tourism as a Product and System

Tourism Product, Tourism System ...

Circularity in Tourism

Tourism, Economy, Circularity, Sustainability,
Value Chain

Tourism Landscapes

Landscapes of Tourism, Tourism Landscapes, Tourist
Landscapes

O7 Sustainable Tourism and EU

Sustainbale Tourism, Greeb Deal,...

Tourism and Urban Landscapes *Landscapes of Tourism, Tourism Landscapes, Tourist Landscapes, Tourism Destination*

08 Tourism and TELOS

Selected References
Tourism, Economy,

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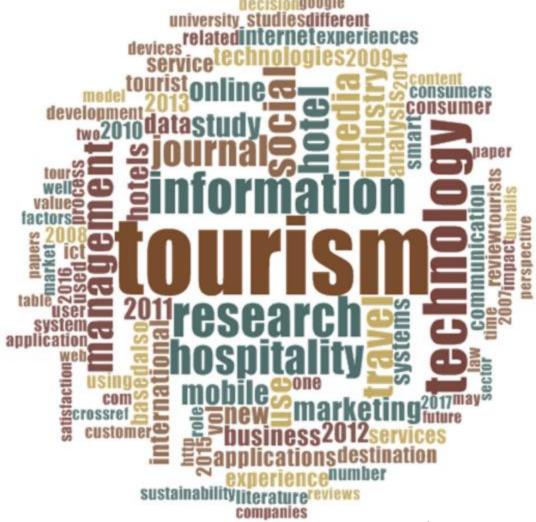




1.1. Concept of Tourism

Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes (UNWTO, 2022).

By definition, Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than 12 consecutive month, involving tourism expenditure on services and products rather than to attempt an activity for income endowment in which time and money are spent at the place visited.





1.1. Concept of Tourism

In a simplest term tourism is the practice of travelling for pleasure. Tourism is a wellplanned and managed industry providing

information,

accommodation,

transportation,

gastronomy,

entertainment,

services,

attractions,

many other

amenities

to tourist of various types





1.2. Tourism Types

- Cultural Tourism
- Business Tourism
 - Ecotourism
- Gastronomy Tourism
 - Rural Tourism
- Coastal, Marine and Inland Tourism
 - Adventure Tourism
- Urban/City Tourism
 - Health Tourism
- Mountain Tourism
 - Wellness Tourism
- Education Tourism
 - Medical Tourism
- Sports Tourism
 - Winter Tourism













Low contact with rural

Entertainment





Rural **Tourism**

Education



Low level of facilities and services



Sports tourism, or more correctly, Sport Tourism refers to travel which involves either observing or participating in a sporting event staying apart from their usual environment. Sport tourism is a fast-growing sector of the global travel industry and equates to \$7.68billion









11. Turkey

13. Netherlands 20.1

· A

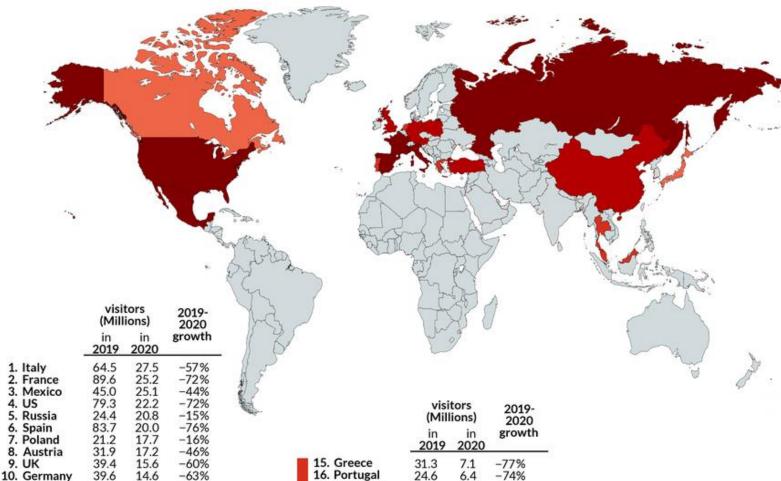
1.3. Concept of Tourist

Top 20 Most Visited Countries by International Tourist Arrivals

The term **tourist** that meaning an individual who travels for pleasure of travelling, out of curiosity.

Tourist is the actor who performs the activity of travelling for tourism.

Traveller is someone who moves between different geographic locations for any purpose and any duration (UNWTO, 2010).



-79%

-85%

https://www.reddit.com/r/

5.6

4.8

17. Malaysia

18. Japan

19. Canada

20. Hong Kong

-72%

-84%

-57%

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1.3. Concept of Tourist

Tourist is a domestic, inbound or outbound and an overnight visitor



(UN, 2008; WTO, 2022)



-Tourist -visitor who stays overnight at the place visited



- Tourist - day trippers visitors who does not stay overnight at the place visited





Tourist Types

Charter	Groups of tourists who arrive en masse, have a very low degree of involvement with the local people
tourists	and require the same type of treatment (including food) that they have in their place of origin (usually
	Western).
Mass	A continual flow of middle-class visitors, who expect to find staff fluent in several languages to meet
tourists	their needs. They also expect a Westernized environment, as if there was a 'tourist bubble' around
	the destination visited.
Incipient	A guaranteed flow of people who demand western comfort and amenities, seeking authenticity
mass	alongside recreational equipment
tourists	
Unusual	Although this is not a large tourist segment, unusual tourists travel in organized groups. Despite
tourists	travelling this way, they 'venture' to purchase a 1-day tour to visit, for example, indigenous tribes.
	They are particularly interested in primitive cultures but always bring their own lunch boxes, although
	they adapt somewhat to local customs. This category can also include tourists engaged in risky and
	unusual activities in remote areas.
Elite	Elite tourists seek pre-arranged services and adapt fully, although temporarily, to local norms. The
tourists	elite tourist seeks little-known places that have already been discovered, where some type of
	infrastructure exists.
Explorer	Explorers are not considered tourists but, instead, live as active participants and observers among
tourists	the local community, easily accommodating and accepting the lifestyle and norms of the original
	inhabitants.
Camping	Camping tourist is the one that involves with overnight stay in a basic shelter of in a tent or caravan
tourist	and likes to spend time in natural outdoors
Backpaker	Backpacker is the type of tourist that travels independently, on a low budget, usually staying in

consider their trip to be a "holiday". Home tourist or domestic tourist is the one who is the resident of the country and also travels with the Home tourist home country.

Business tourist

Business tourist travels for business, looks for accommodation with conference (meeting opportunities

hostels rather than in hotels. Backpackers often travel for several months at a time, and do not

(Smith, 1977; Becken and Simmons, 2008 and Author interpretation)





Flow of Tourism

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Tourism Subsectors

Accommodation:

- Buildings
- Operations

Restaurants/bars:

- Buildings
- Operations

Transport: local

Transport: Origin - Destination

Activities: Events/ Attractions/ Festivals

Services (tour operators, travel agencies, financial services, booking services)

(UNWTO, 2019)





2.1. Tourism as a Product

Т	•	gible and intangible elements, such as natural, cultural and services and activities around a specific centre of interest
0	which represents the core of the destinatio	n marketing mix and creates an overall visitor experience. A distribution channels and it has a life-cycle (UNWTO, 2019).
U	Variables in Tourism Product Development	Principles and Procedures in Tourism Product Development
R	Economic Factors	Market ResearchStakeholder Consultation and Collaboration
i	Political Factors Demographic Factors Globalisation vs. Localisation	Market: Product Matching Tourism and Product Development Areas (TDAs/PDAs) . Flagship and Hub Development
S	Socio-environmental Awareness Living and Working Environments	Clusters, Circuits and Events Product Portfolio, Investment Plan and Funding
M	Search for Authentic Experiences Marketing Safety of Travel	Human Resource Development Product Development and Marketing

UNWTO, 2011. Handbook on Tourism Product Development. https://www.e unwto.org/doi/epdf/10.18111/9789284413959?role=tab





2.1. Tourism as a Product

- A *tourism product development* should follow the key principles of sustainable tourism development by:
- being authentic and indigenous reflecting the unique attributes of the destination
 - having the support of the host community
 - respecting the natural and socio-cultural environments by not damaging these in any way
 - being differentiated from competitors, avoiding 'me too/copy cat' developments
 - being of a sufficient scale to make a significant economic contribution, but not so large as to create high economic leakage (UNWTO, 2011).





2.1. Tourism as a Product

The term tourism resource in such case can become a synonym for potential tourism attractions, while the term tourism attraction is used when reference is made to the real tourism attractions

Attractions

Cultural Heritage and Historic Sites

Natural Reserves, Protected Areas

Coastal Areas, Marine Areas, Islands

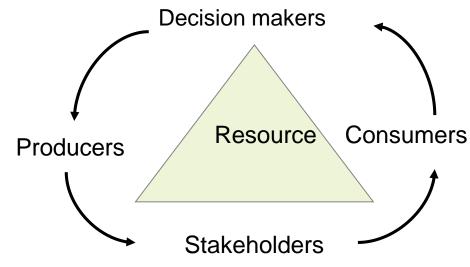
Cities, City Attractions

Cultural and Natural Routes

Recreation Areas

Events (Cultural, Sport, Business, Meeting Incentives Conferences Exhibitions)

M Thermal Sources, Health Facilities



Tourism Product





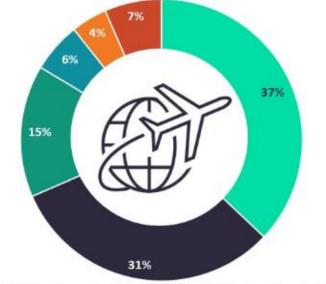
2.1. Tourism as a Product

Recreational Tourism Activities

- Camping
 - Hiking
- Cycling
 - Mountaineering
 - Rafting
 - Water sports
 - Rock climbing
 - Canoeing, rafting
 - Skiing
 - Horseback riding
 - Canyoning



Top five tourist activities discussed among Twitter Influencers and Redditors during H1 2021







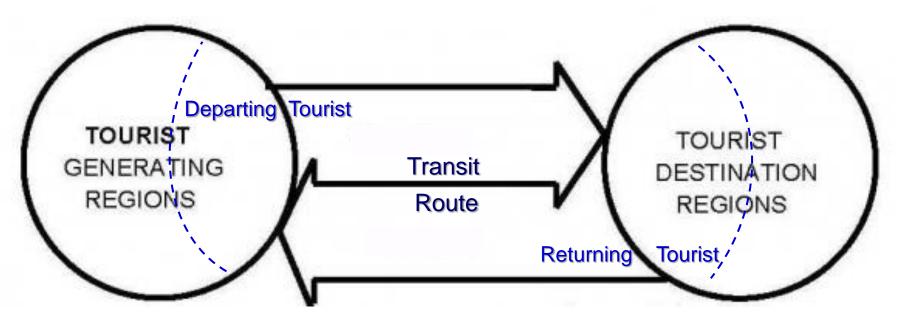
Media Analytics Platform





2.2. Tourism as a System

Tourism is almost the only way that natural, cultural assest and goods can be converted into economy, exploited commercially, and transformed into income generating goods (Kušen, 2010). Complicated systems have many components, separated cause and effect over time and space. They have something in common with simple systems: they are also repeatable, decomposable but also analysable (Baggio, 2008; Jere Jakulin, 2017).



Leiper, N., 1979. The framework of tourism: towards a definition of tourism, tourist, and the tourist industry. Annals of Tourism Research 6: 390–407. Leiper, N., 1981. Towards A Cohesive Curriculum in Tourism the Case for a Distinct Discipline. Annals of Tourism Research 69-84.



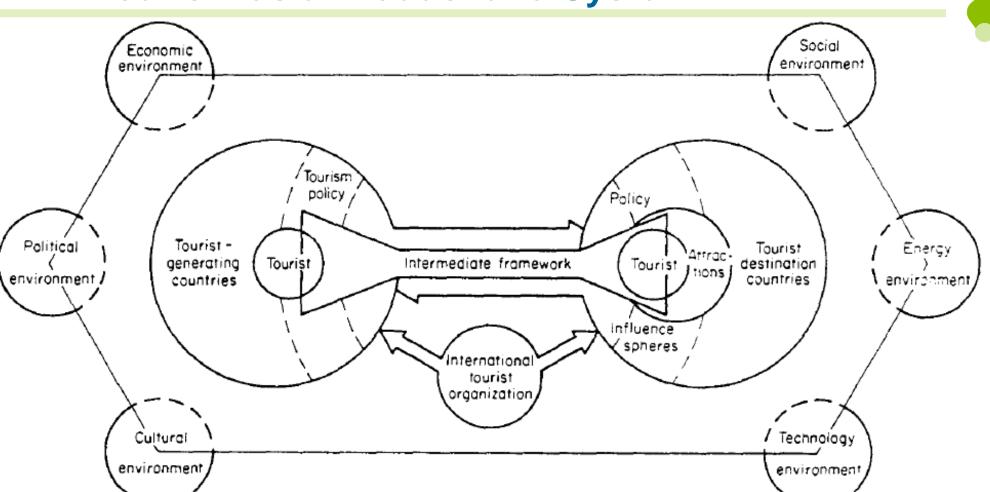


Figure 2. Tourism as a system of four basic categories: compilation of conceptual frameworks Source: Leiper, text reference 7; Kaspar, text reference 7; Przeclawski, text reference 6; J.W.M. van Doorn, "Toerisme en toekomstonderzoek, een heer in een te krap jasje", Recreatievoorzieningen, 9, 1979; J.W.M. van Doorn, "Burma en het selectief toerisme", Intermediair, 14 (43), October 1978.





2.2. Tourism as a System

Tourism systems are soft, organisational systems and among its subsystems e.g. supply, demand, intermediaries, tourists, information, as well as psychological, social, material, financial, and energetic relations exist (Jere Jakulin, 2017).

Superstructure: public and private sector organizations; laws, regulations, plans, and programmes.

Demand: tourists living in the country and abroad.

Infrastructure: airports, roads, water supply networks, sewage, telephones, etc.

Attractions: natural and cultural.

Equipment and facilities: hotels, motels, campgrounds, trailer parks, restaurants, cafes, travel agencies, pools

and tennis courts, among others.

The hosting community: local residents directly and indirectly linked to tourism (Jere Jakulin, 2017)

Demand

Tourism

Equipment and facilities

Hosting community

Infrastructure

S

V





2.1. Tourism as a System

STAKEHOLDERS

Decision makers, Institutions

Investors

Constraction sectors

Tour Operators, Travel Agencies

Host communities

Hotel Industy, Restaurants

Tourists, visitors

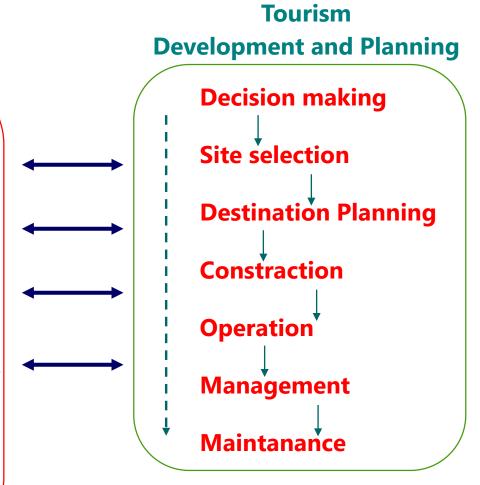
Public Authorities, Municipalities

Supply-Chain Providers

NGO's

Supportings institutions

Intermediaries



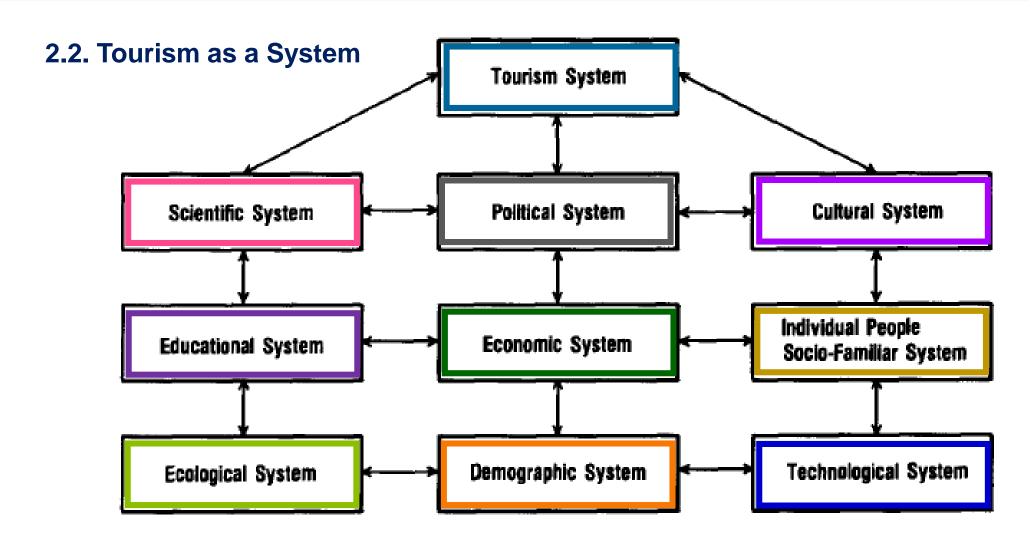
(Author Interpretation, 2022)



M

2. Tourism as a Product and System





Sessa, A., 1988. The Science of Systems for Tourism Development. Annals of Tourism Research, 15: 219-235, 1988



2.2. Tourism as a System

Attractions

Historic Sites
Natural Reserves
Protected Areas

Coastal Areas

Cultural Heritage

Marine Areas, Islands

Cities, City Attractions

-andscapes

Tourism

Ν

Cultural Routes

Natural Routes

Recreation Areas

Events (Cultural, Sport.)

Thermal Sources

Health Facilities

Infrustructure

Facilities
Superstructure
Systems

Travel D **Accommodation** E N Entertainment, Gastronomy **Tourist Destination** Tourism Region

Tourism Resort

Customers

Guest Visitors Tourist Traveller PLACE
Host Guest

Community

(Dollock A 2012)

(Pollock, A., 2012)

Labor

Capital

Stakeholders

Host community
Locals
Municipalities
Decision makers

(Author Interpretation, 2022)





Framework for Tourism				
Trends	Pressures	State	Impacts	
-Globalisation of tourism industry -Policies in favour of investors -Emergence of mass tourism	-Any land seen as an opportunity- Heavy demand on natural ecosystems	-Limited participation on regional/local decision making making -Lack of common good	-Intrusion of new stakeholders stakeholders -Weakening local initiative	
-Growing economic dependency on on tourism -Capitalisation in tourism market - Fashion for new tourism products products	-High travel and product costs costs -Economic transition from agriculture to tourism -Power relations	-Concentration of people and and goods in tourist destination destination -Generational and migration transition	-Creation of social disparities disparities and vulnerabilities in vulnerabilities in host communities	
Individualisation in tourism after Covid	-Fragility of visitor cycle -Flow of people for tourism employment	-Seasonality in tourism (employment, visitors) -New line of tourism employees employees	-New settles to local destinations -Loss of local cultural identity identity	
Digitalisation of tourism Virtual Tourism	-Generic trends in tourism	-Tourism product identity oriented globalization•Fragile ecosystems	-Highly digitalised tourism product and services	
-Heavy demand over natural resources and landscapes -Extending tourism infrastructure	•High input costs		Degradation of ecosystem services	
SPE	CTRUM OF RES	SPONSES		
-UN Sustainable Devel.Goals -EUGreen Deal -WU / UNWTO Sustainable tourism for development	S -(trategies Circular economy related to tourism	(Author Interpretation, 2022)	
	-Globalisation of tourism industry -Policies in favour of investors -Emergence of mass tourism -Growing economic dependency on on tourism -Capitalisation in tourism market - Fashion for new tourism products products Individualisation in tourism after Covid Digitalisation of tourism Virtual Tourism -Heavy demand over natural resources and landscapes -Extending tourism infrastructure SPE -UN Sustainable Devel.Goals -EUGreen Deal -WU / UNWTO Sustainable tourism	-Globalisation of tourism industry -Policies in favour of investors -Emergence of mass tourism -Growing economic dependency on on tourism -Capitalisation in tourism market - Fashion for new tourism products products Individualisation in tourism after Covid Digitalisation of tourism Virtual Tourism -Heavy demand over natural resources and landscapes -Extending tourism infrastructure SPECTRUMOFRES -Any land seen as an opportunity - Heavy demand on natural ecosystems -High travel and product costs costs -Economic transition from agriculture to tourism -Power relations -Fragility of visitor cycle -Flow of people for tourism employment -Generic trends in tourism -High input costs -IIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIIII	-Globalisation of tourism industry -Policies in favour of investors -Emergence of mass tourism -Growing economic dependency on on tourism -Capitalisation in tourism products -Fashion for new tourism products -Fragility of visitor cycle -Flow of people for tourism employment -Generic trends in tourism -High input costs -Extending tourism infrastructure - S P E C T R U M O F R E S P O N S E S -UN Sustainable Devel.Goals -EUGreen Deal -WU / UNWTO Sustainable tourism -Policies in favour of investors -Anyl and seen as an opportunity -Limited participation on regional/local decision making making -Lack of common good -Concentration of people and and goods in tourist destination destination destination of estination -Cenerational and migration transition -Fragility of visitor cycle -Flow of people for tourism employment -Seasonality in tourism (employment, visitors) -New line of tourism employees employees -Tourism product identity oriented globalization -Fragile ecosystems -Fragile ecosystems -Fragile and Sustainable Tourism -Integrated and Sustainable Tourism -Integrated and Sustainable Tourism -Capitalisation of regional/local decision making making -Limited participation or regional/local decision making making -Lack of common good -Concentration of people and and goods in tourist destination destination -Capitalisation of section tourism of tourism transition -Fragile elements of tourism -Fragile elements of touri	



3. Landscapes of Tourism – Tourism Landscapes



3.1. Landscape, Tourismscape, Landscapes of Tourism, Tourism Landscape

Landscape defines as "an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors" (European Landscape Convention; Council of Europe, 2000).

Tourism landscape can be defined as an area whose character's is created by tourism activities.

Tourist facilities and hotel construction, transport and tourist infrastructure, recreation sites, creative art works and men's other activities related to tourism supply chain Landscape of tourism, on the other hand evokes a scenery that comprised of tourism facilities, tourism sites that visited by tourist (Original, 2022).

Since the early days of tourism, landscape has played an important role in the decision making for holiday destinations. In trying to escape from an ordinary taken-forgranted-world, people of all times periods have looked for far-away landscapes.





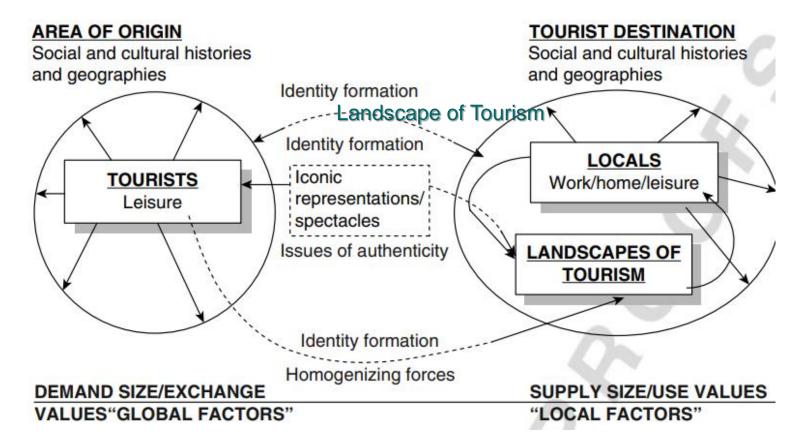


3. Landscapes of Tourism – Tourism Landscapes



3.2. Touristscape, Tourist Landscapes

A tourist landscape can be described as constructed through a large number of symbolic and material transformations of an original physical and/or socioeconomic landscape in order to serve the interests of tourists and the tourist industry (Wikipedia, 2022).



Terkenli, T.S., 2014. Landscapes of Tourism In book: The Wiley Blackwell Companion to Tourism.

TELOS

3. Landscapes of Tourism – Tourism Landscapes



3.3. Destionation as Tourism Landscape

The potential tourism attractions, together with other resources directly or indirectly supporting tourism, determine the type and structure of the tourism development possible within a defined territory or landscape.

According to Kušen (2010) **tourism destination** is clearly defined a *geographical* area that is always a part of the area strongly marked by distinctive physical features, potential and real tourism attractions and spatial relations between them and other tourism attractions.

According to Lohmann and Duval (2008) and Bittar Rodrigues (2017):

The tourism destination refers to the place where tourists intend to spend their time when they are far from home.

The geographical unit visited by tourists can vary in scale from a town or village, a city, a region or an island, or even to an entire country and also in **coastal**, **mountainous**, **island**, **urban** or **rural** destinations







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3. Landscapes of Tourism – Tourism Landscapes



3.3. Destionation as Tourism Landscape

Most tourist destinations consist of several main product and components:

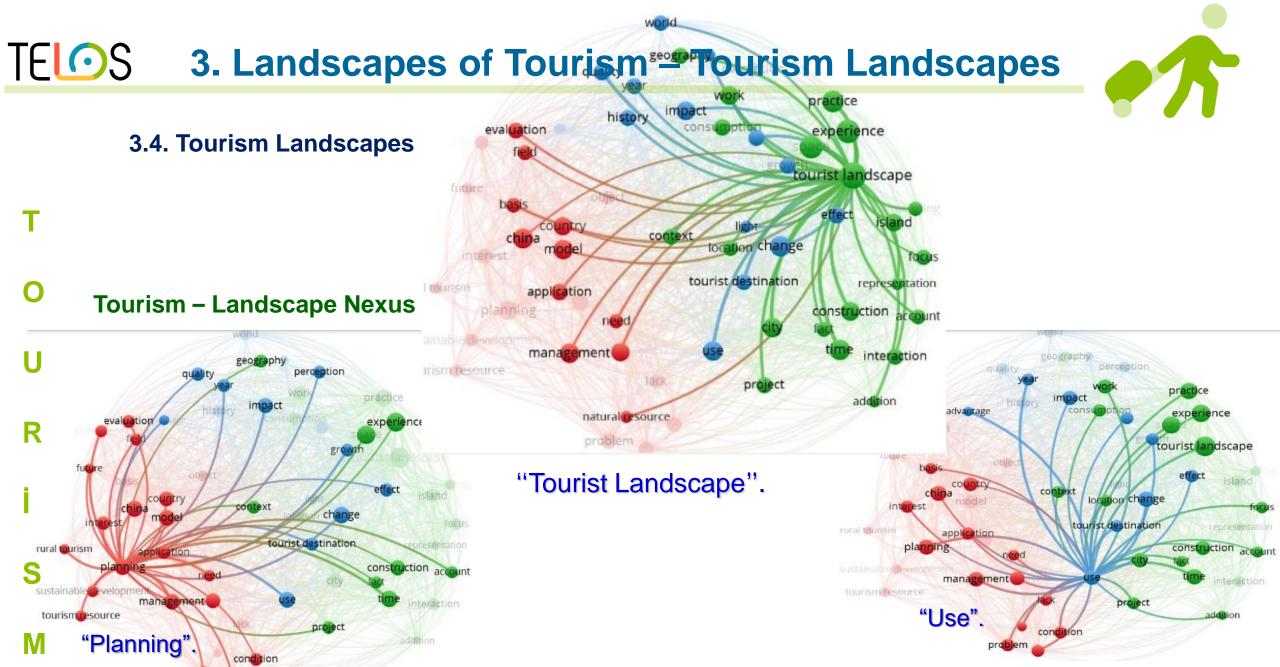
Attraction: natural, man-made, artificial, purpose built, heritage, special events

Accessibility: entire transportation system comprising of routes, terminals and vehicles

Amenities: supporting facilities of tourism such as accommodation and catering facilities, retailing, other tourist services

Available packages: pre-arranged packages by intermediaries and principals), activities (all activities available at the destination and what consumers will do during their visit),

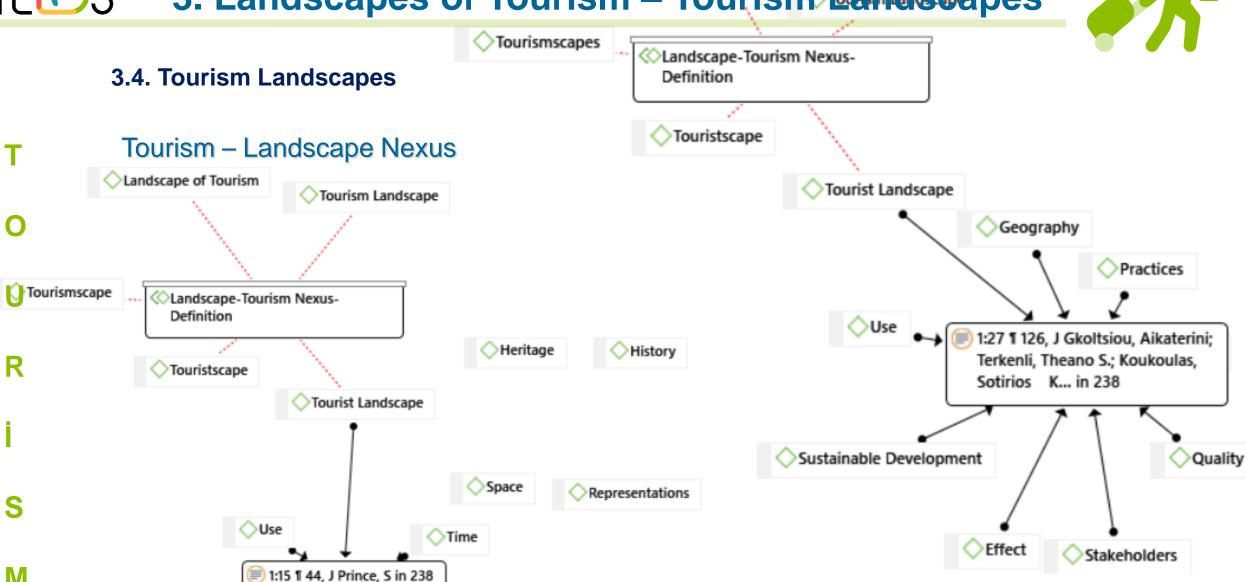
Ancillary services: tourism support organization, services used by tourists such as banks, telecommunication, post, newsagents, hospitals, etc. (Wiweka, 2019).





3. Landscapes of Tourism - Tourism Landscapes

Landscape of Tourism



Practices

Meneghello, S., 2021. The Tourism–Landscape Nexus: Assessment and Insights from a Bibliographic Analysis. Land 10(4), 417.





4.1. Cities and Tourism, Urban Tourism

City is an inhabited place of grater size of population, multiplicity of services. Being a large and densely populated are, cities are typically characterised by built-up environment with extensive systems for housing, transportation, sanitation, utilities, land use, production of goods, and communication.

The cities that accommodate most tourists are large multifunctional entities into which tourists can be



Dubrovnik, Croatia (https://www.traveller.com.au/)

effortlessly absorbed and thus become to a large extent economically and physically invisible. Tourism can contribute substantial economic benefits to cities. Tourists make an intensive use of many urban facilities and services but little of the city has been created specifically for tourist use (Ashworth and Page, 2011).

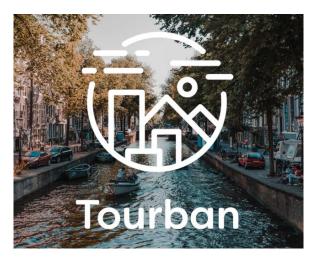
City / city destinations offer a wide and heterogeneous range of cultural, architectural, technological, social and natural experiences and products for leisure and business.





4.2. Urban Tourism

According to UNWTO, Urban Tourism is "a type of tourism activity which takes place in an urban space with its inherent attributes characterized by non-agricultural based economy such as administration, manufacturing, trade and services and by being nodal points of transport. Urban/city destinations offer a broad and heterogeneous range of cultural, architectural, technological, social and natural experiences and products for leisure and business" (UNWTO, 2022).



Sustainable urban tourism: challenges, best practices and transforming initiatives for cities and SME managers.

Transforming initiatives:

- Dubrovnik against overtourism: respect the city!
- Tourism for good: a journey towards sustainable tourism by 2030 in Copenhagen
- An opportunity for redesigning the visitor economy in Amsterdam
- Kiel positioning as 'Meeresschutzstadt' (Sea protection city)
- Tourism sustainability commitment boosted by a destination: Barcelona Biosphere responsible tourism
- 'Feinheimisch': fine food from Schleswig-Holstein (region of Kiel)
- Plastic fishing tours to keep Amsterdam's canals clean and create economic value form plastic waste
- Budapest, Access4you: for more accessible (tourism) facilities
- JCI World Congress Tallinn: the largest, most innovative and sustainable convention in Estonia

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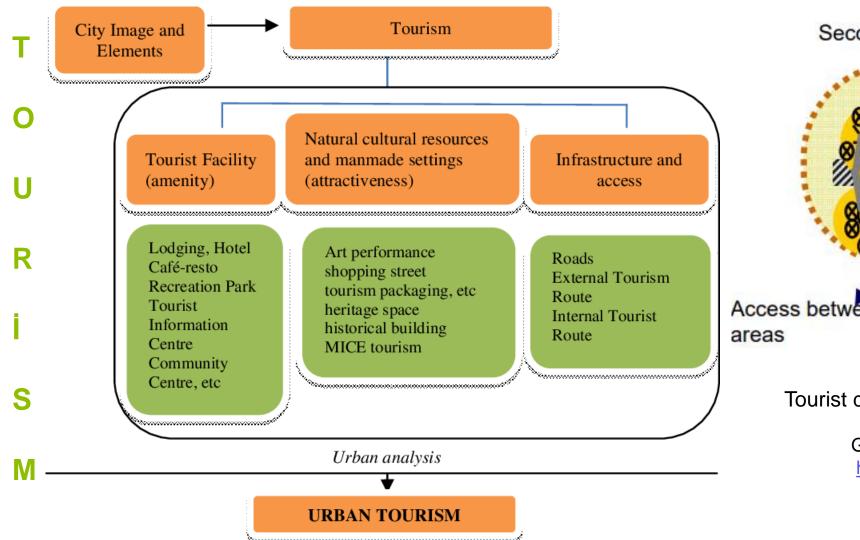
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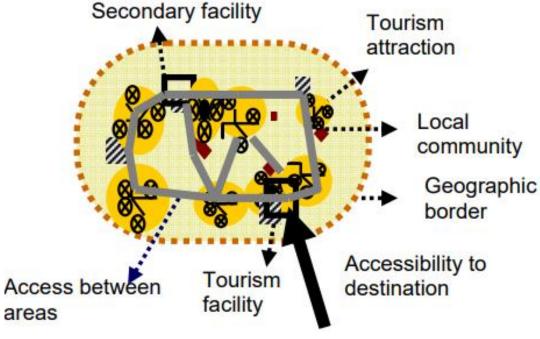
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4.3. Urban Tourism Framework





Tourist destination zone planning concept

Giriwati, N., Homma, R., Iki, K. 2013. http://dx.doi.org/10.2495/SC130141





Urban Tourism Matrix

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	TYPE OF AREA							
	CAPITAL CITY	LARGE CITY	HISTORIC CITY	SMALL TOWN	SEASIDE RESORT	SPA	SKI RESORT	RURAL AREA
HISTORIC URBANSCAPE	•	?	•	?	?	•	~	٠
ATTRACTIONS		lacktriangle	~	?		?	~	?
URBAN FACILITIES		•	?	~	?	?	~	~
CONFERENCES & EXHIBITIONS		•	•	~	•	•	~	~
SUN/SEA	~	~	~	~	•	~	~	~
EXERCISE	~	~	~	~	•	~	•	
OPEN SPACE	~	~	~	~	~	~	•	•

PRIMARY ELEMENTS

Activity place

CULTURAL FACILITIES

- Theatres
- Concert halls
- Cinemas
- Exhibitions
- Museums and art galleries

SPORTS FACILITIES

Indoor and outdoor

AMUSEMENT FACILITIES

- Casinos
- Bingo halls
- Night clubs
- Organised events
- Festivities

Leisure setting

PHYSICAL CHARACTERISTICS

- Historical street pattern
- Interesting buildings
- Ancient monuments and statues
- Ecclesiastical buildings
- Parks and green areas
- Water canals and riverfronts
- Harbours

SOCIO-CULTURAL FEATURES

- Liveliness of the place
- Language
- Local customs and costumes
- Folklore
- Friendliness
- Security



Resident and The Local 4.5. Tourist Cities Visitor

(Author Interpretation, 2022)

Topologies of Tourist Cities:

- Historic/Heritage tourist city
- Cultural tourist city
- Sport tourist city
- Nightlife tourist city
- Leisure shopping tourist city
- Coastal tourist city
- Healthy Lifestyle tourist city
- Business Tourist City
- Citta Slow Cities

Amenities in a tourist city

- Heritage attractions with historic sites, wonders of cultural and natural values Conference
- Amusement/entertainment attractions
- Landmark attractions of monuments, buildings and sites
- Recreational attractions of outdoor leisure facilities
- Cultural attractions of museums, art galleries, performing arts with theatres, musical and visual arts and crafts

Users

(Tourists,

Residents, Day

Holiday

Linkages

between users

and resources

Resource

Monuments

Museums/

Cinemas/

Brothels/

Prostitution

Cafes/Bars/

Restaurants/

Shops and

activities

Premises

consumptive

Offices/Work

Sport Stadia/

Hospitality/activities

Concert venues/ Theatres

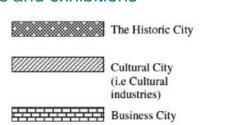
Nightclubs/Bars

Visitor Attractions/ Art Galleries Regions of

Activity

(i.e. city type

- Urban Open Green Spaces
- Botanical gardens, arboretums and zoos
- Amusement and theme parks
- Special events of festivals, parades and exhibitions



Nightlife City

The Tourist City

(Ashworth and Page, 2011)

Leisure Shopping City





4.5. Tourist Cities

Topologies of Tourist Cities:

- Historic/Heritage tourist city
- Cultural tourist city
 - Sport tourist city
 - Nightlife tourist city
 - Leisure shopping tourist city
 - Coastal tourist city
 - Healthy Lifestyle tourist city
 - Business Tourist City
 - Citta Slow Cities

(Author Interpretation, 2022)



















4.6. Tourism in Coastal Urban Landscapes

Tourism in coastal cities need special intension in order to keep the coastal landscapes intact while maintaining tourism flows and incomes.

Coastal tourism refers to water-based tourism activities such as swimming, surfing, sunbathing and other coastal leisure, recreation and sports activities which take place on the shore of a sea, lake or river.

Land system

- Infrastructure built urban environment - cities, harbors, industries, roads, resorts
- · Solid waste and sanitation
- Clean and open space
- River systems that reach the sea - ground and surface water resources, habitats such as wetlands

Coastal system

- Beach
- Shoreline
- Estuaries
- Lagoons
- Natural coastal protection systems such as mangroves and dunes
- Human activities such as aqua sports, swimming, and walking

Ocean system

- Sea level rise
- Pastic pollution
- Marine habitats and resources
- · Waves, tides and currents



CONTINUOUS INTERACTIONS

land, coastal, and ocean systems

- erosion of rocks and movement and deposition of sediments
- energy from tides and winds causing the movement of water in the form of currents, reaching high intensity during storms
- movement and transport of materials such as silt, sand and

Human pressures

Impacts from infrastructure and services ports, harbors, industrial activities, fisheries, agriculture, and tourism

VULNERABILITY

to

NATURAL
DISASTERS

INCREASING

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M

Source: Keisuke Taketani. https://www.teachenvirolaw.asia/a

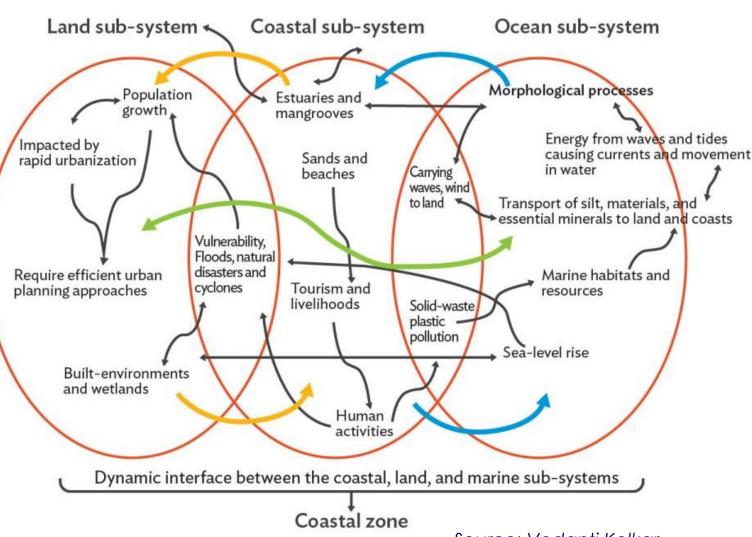




4.6. Tourism in Coastal Urban Landscapes

Urban coastal development accompanied by tourism puts high pressure on coastal habitats. Housing and urban infrastructure as well construction for accommodations, residential buildings, beach, port and airport infrastructure developments often take place over fragile coastal

environment.







4.7. Strategies for Urban Tourism

Stratagies for City / Urban Tourism

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- 1. Promote the dispersal of visitors within the city and beyond
- 2. Promote time-based dispersal of visitors
- 3. Stimulate new visitor itineraries and attractions
- 4. Review and adapt regulation
- 5. Enhance visitors' segmentation
- 6. Ensure local communities benefit from tourism
- 7. Create city experiences that benefit both residents and visitors
- 8. Improve city infrastructure and facilities
- 9. Communicate with and engage local stakeholders
- 10. Communicate with and engage visitors
- 11. Set monitoring and response measures (UNWTO, 2019)

UNWTO RECOMMENDATIONS ON URBAN TOURISM

IMPLEMENTATION OF THE CONCEPT OF "SMART URBAN TOURISM DESTINATIONS"

Fully integrate the following pillars in their strategies: governance, innovation, technology, accessibility and sustainability.



World Tourism Organization (2020), UNWTO Recommendations on Urban Tourism, UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284422012



5. Exersise in Breakout Rooms (15 minutes)



QUESTIONS

Main questions to exercise in Breakout rooms "How to relate tourism with economy, landscape and sustainability in your city/region?"

- What kind of elements characterise tourism in your city /region
- What kind of relations you can define between tourism, economy and city /regional landscape
- Please explain your experience that you associated with a your holiday and landscape setting
- From your experience, what would be "<u>sustainability challenges of tourism</u>" in urban and periurban context
- Please discuss potential role of tourism in sustainable urban development!
- What kind of new value can tourism add to your city / region



6.1. Tourism and Economy

In its simplest definition, **Economy** is "The state of a country or region in terms of the production and consumption of goods and services and the supply of money".

Regarding to economy and tourism

"Careful and thrifty management of available resources such as money, material, labour, community, natural capital to avoid unnecessary expenditure and waste with a view to its productivity so to create the prosperity or earnings of a place"

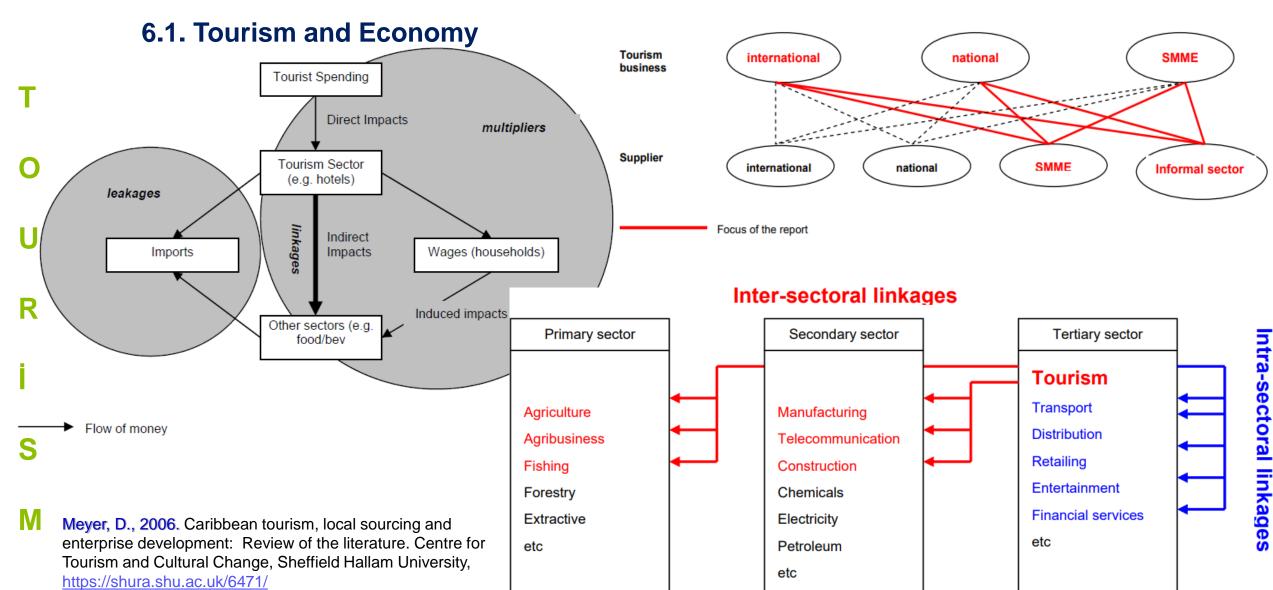
(The Free Dictionary, 2022:

https://www.thefreedictionary.com/economy)













TRAVEL & TOURISM: **ECONOMIC IMPACT 2022**¹

3.9%





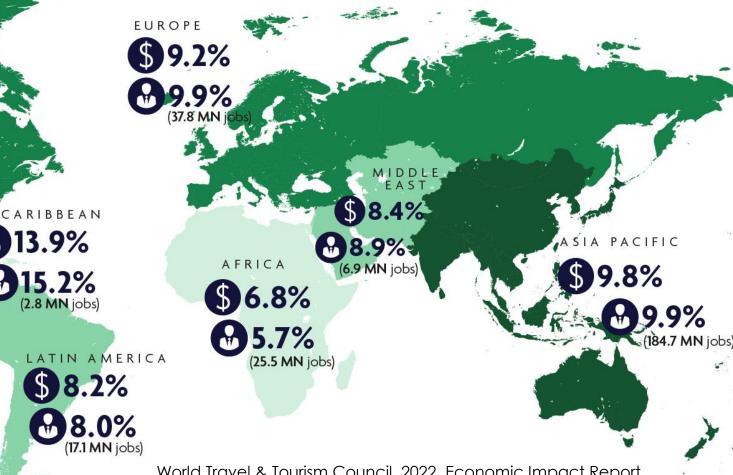


Tourism & Economy Nexus

2019 Key Data

Total contribution of Travel & Tourism to GDP(USD BN):

- <200 USD BN
- 200-1,000 USD BN
- 1,000-2,000 USD BN
- 2,000-3,000 USD BN
- >3,000 USD BN
- Total contribution of Travel & Tourism to GDP 2019 (% of Total Economy)
- Total contribution of Travel & Tourism to Employment 2019 (% of Total Employment)

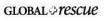


World Travel & Tourism Council, 2022. Economic Impact Report (https://wttc.org/research/economic-impact)













Europe and Eurasia



6.1. Tourism and Economy

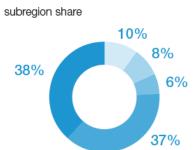
Travel & Tourism Competitiveness Index 2019

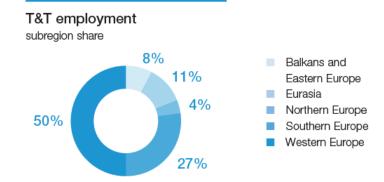
Key Indicators

International tourist arrivals (thousands)	661,510.9
International tourism inbound receipts (US\$ millions)	510,671.9
Average receipts per arrival (US\$)	772.0
T&T industry GDP (US\$ millions)	832,402.3
% of total	3.6%

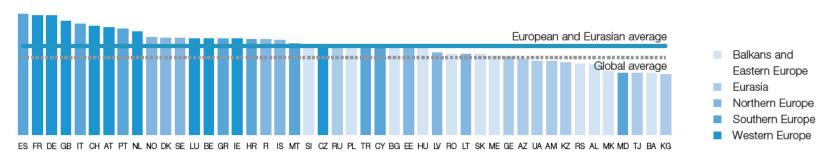
Domestic spending (share of internal T&T spending)	64.9%
Visitor spending (share of internal T&T spending)	35.1%
T&T industry employment (thousands)	14,959.3
% of total	3.9%

T&T GDP International tourist arrivals subregion share 4% 3% 33%





Europe and Eurasia Travel & Tourism Competitiveness Index Score by Country/Economy, 2019



World Economic Forum, 2019

https://www.weforum.org/reports/the-traveltourism-competitiveness-report-2019/



6.2. Circularity for Sustainability

Circularity "a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible".









































https://www.un.org/

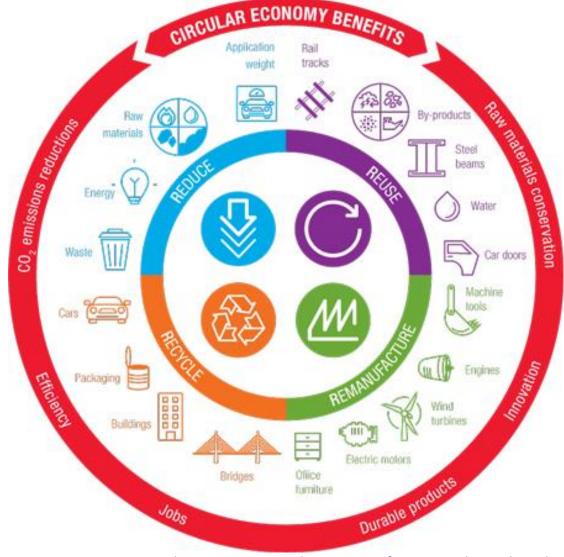




6.2. Circularity for Sustainability

A circular model; intentionally designed to be regenerative of natural, human and social capital, operating within the earth's and local destinations' sustainable boundaries (Sorin, and Einarsson, 2020).

Implementing the circular economy regenerative vision for the tourism industry offers a pathway to follow the second path; towards a resilient and sustainable tourism ecosystem.



UNCTAD, 2022. Circular Economy. United Nations Conference on the Trade and Development, https://unctad.org/topic/trade-and-environment/circular-economy

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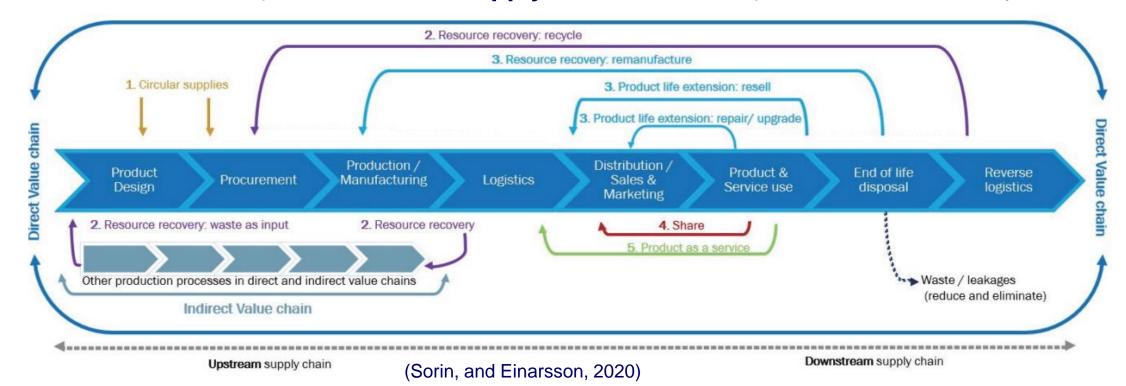
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6.3. Tourism, Economy and Sustainability

Economic value of tourism at global, regional and national levels is undisputedly evident. Tourism has become an engine of the economy for many destinations. Although the cumulative value of local economic activity by the revenue originated from the tourism expenditure. Tourism and economy nexus has been more complicated. Investments, creating employment and jobs, improvement of holiday environment, tourism infrastructure, products in tourism **supply-chain** are all main pillars in tourism economy.





Transportation

Public transportation

(i.e. biking, walking)



6.3. Tourism Value Chain

Pre-travel Arrival at destination & travel value chains Booking Internet Travel org. Means of travel

A classic tourism value chain

Accomodation

- Hotels SMEs
- Hotels large chain
- Summer houses
- Airbnb
- Apartments, guest houses, hostels
- Campina

Food

- Restaurants (seasonal)
- Food souvenirs
- Food shops
- Others

Place-based activities

- Handicrafts
- Spa & wellness
- Business conference facilities
- Nature-based activities
- Others

Infrastructure support

Informal types

Car rental

Taxi

Ferry

It & digitalisation

Waste handling

Construction & building

Energy

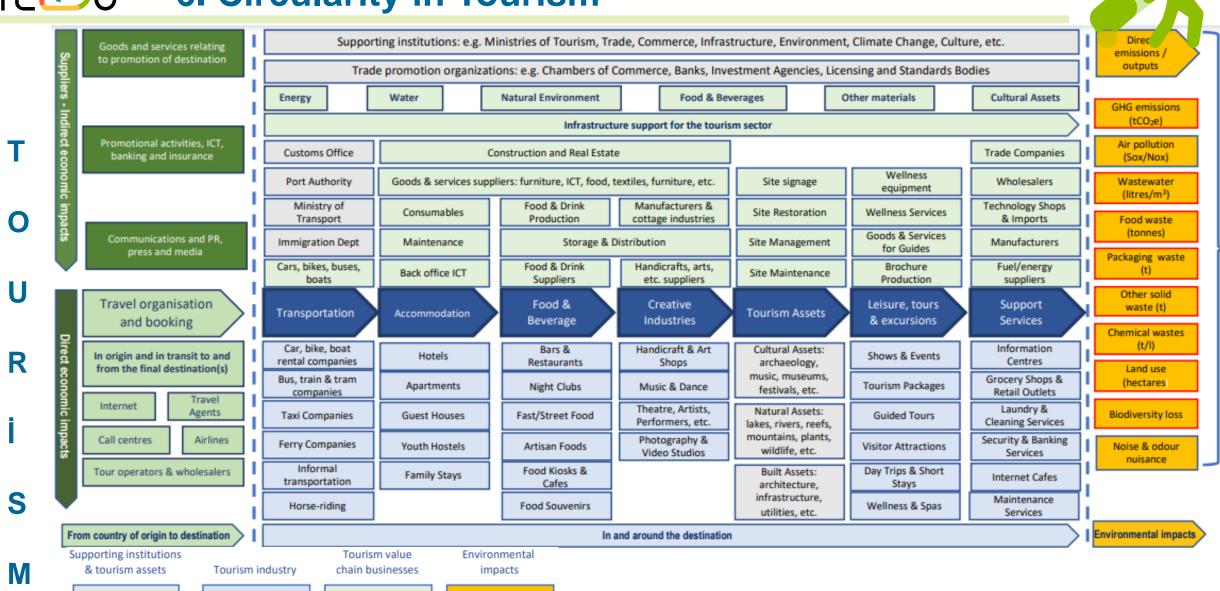
Water

Education

Communication & business networks

Public sector & health









6.5. Circular Tourism

Circular Economy transformation pathways applicable for key tourism industry sectors; accommodation, transport, activities, food and beverages, event organizers and distribution. Different organisation sectors and market contexts will generate different circular transformations. In terms of key circular value creation levers, a key distinction can be made between 'asset heavy' and 'asset light' industry actors (Sorin, and Einarsson, 2020).









air pollution









climate change

OCIAL FOUNDATIO

energy

gender

equality

networks

housing

OGICAL CEILING

health

education

income

& work

peace &

justice

political





6.5. Circular Tourism



Choosing a sustainable

transport for the stay

The circular tourism sector (Oreve, 2015) **European Commission**, **2022**.

https://www.circularcityfundingguide.eu/circular-sector/tourism/





6.5. Circular Tourism

Circular tourism could be seen as a way of approaching the study of the tourism sector, taking into account the principles of the circular economy. According to Girard and Nocca (2017), a series of keywords such as "recovery, reuse, redevelopment, valorization and regeneration of the natural and cultural resources that are linked to the concept of circular tourism.

Circular tourism is defined as "a model able to create a virtuous circle producing goals and services without wasting the limited resources of the planet that are raw materials, water and energy"

(Girard and Nocca, 2017; Martínez-Cabrera and López-del-Pino, 2021).

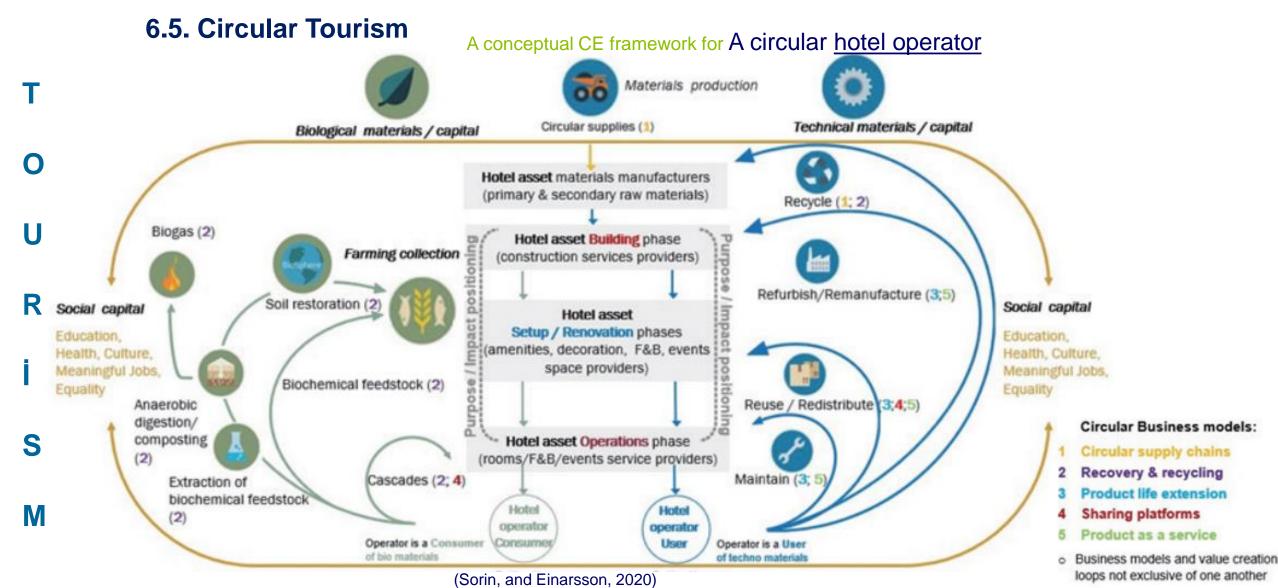
- * Ecological Planning Models
- * Circular design models
- * Use and life extension models
- * Value recovery models
- * Circular support models

(Adjusted from European Commission, 2022).

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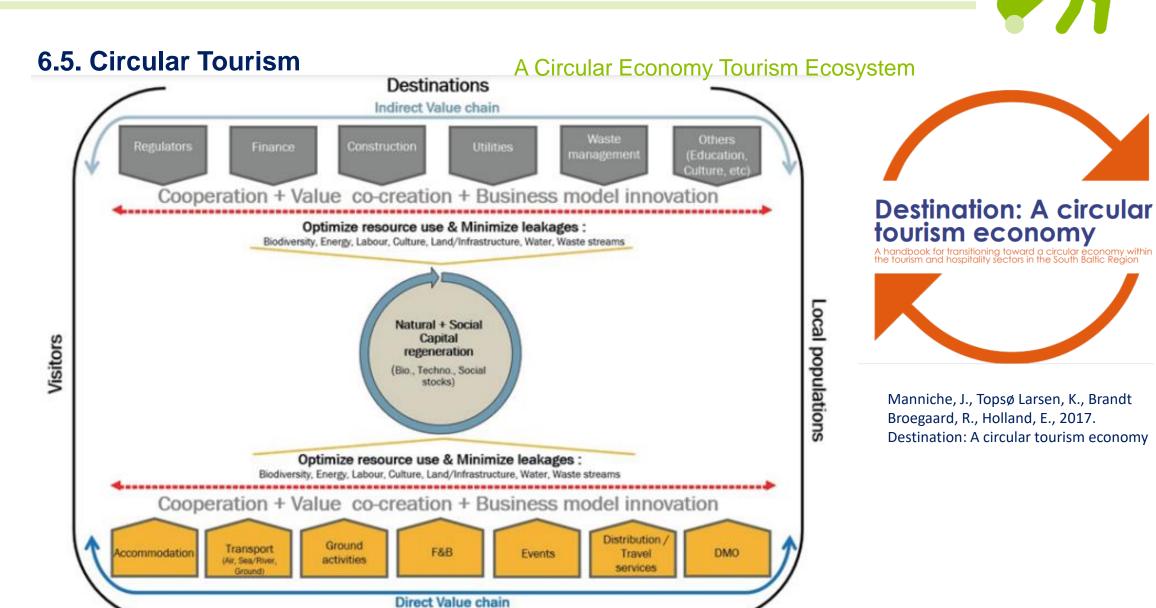








(Sorin, and Einarsson, 2020)



Natural and Societal assets

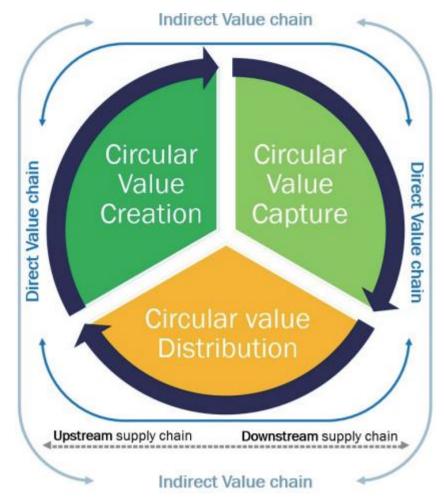




6.4. Circular Tourism City

The linearity of the tourism sector is especially visible in cities, where people tend to opt for comfort rather than sustainability (European Commission, 2022).

A circular city is a city that uses its resources (food, water, energy, materials, land) several times, in cycles or cascades, turning the city into a productive urban space in order to minimise resource imports and at the same time waste production. Creating a circular city with regenerative green urban spaces, sustainable buildings and prospering communities (Cap-Net, 2022) ultimately support the city for as a holiday place with many social and economic forces in the urban environment.



https://www.circularcityfundingguide.eu/circularsector/tourism/

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6.4. Circular Tourism City

Tourism and travel ecosystem – key sectors

When referring to the tourism and travel ecosystem, this report refer between the following key sectors:

- Passenger air transport operators
- Ground Transport operators (private coach, private car/bike renta
- Cruise operators (open sea and river cruise)
- Accommodation providers (hotels, vacation rentals)
- Ground Activities operators (museums, attractions, activities ope
- Food and Beverages operators (restaurants, hotels)
- Event organizers (congress and events venues, meetings and eve
- Distribution / Pure travel service players (tour operators, leisure to companies, meeting and events planners, online travel agencies, technology companies)

(Sorin, and Einarsson, 2020)

A shortlist of key recommendations to implement the Circular Economy framework in tourism operations:

- Develop deeper supply chain cooperation aiming for value co-creation within the extended local hospitality network;
- Identify circular value creation opportunities and deployment pathways through supply chain mapping;
- Consider servitization of high / mid value asset expenditures, such as bedding, furniture, F&B equipment through Product Service System agreements;
- Consider the mutualisation of resources, materials and of idle assets (E.g. asset recirculation, sharing 'intra-organisations' sharing platforms, etc.);
- Focus on market positioning and marketing communications through a coherent Circular Economy hotel storytelling and brand message;
- Deploy environmental impact and Circular Economy action monitoring tools to measure the 'resource productivity' of assets i.e. the 'asset material productivity';
- Implement Environmental Management Systems (EMS) to monitor energy consumption, resource
 use, emissions, food waste and associated operational cost savings opportunities;
- Increase cooperation with private sustainability certification organisations and government regulatory bodies;
- Use the United Nations SDG framework as a marketing communication framework;
- Explore the framework value co-creation opportunities with real estate assets owners and construction industry stakeholders through innovative business models such as building as materials bank (BAMB) and building as a service (BAAS) models [52];
- Use Circular Economy specialist third party expertise to provide staff understanding of CE opportunities and practices while not diverting existing labour resources;

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7.1. Tourism and Sustainability, Sustainable Tourism

Sustainable development requires an integrated approach that takes into consideration environmental concerns along with economic development. In 1987, UN Brundtland Commission defines sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." (1987). "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the

needs of visitors, the industry, the environment and host communities«

Sustainable tourism must be applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

- * Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
- * Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
- * Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

UNWTO, 2022. https://www.unwto.org/sustainable-development





7.1. Tourism and Sustainability, Sustainable Tourism

International Hotels Environmental Initiative (IHEI)





The International Hotel & Restaurant Association (IHRA)









Green Hotel Association



The European Network for Sustainable Tourism Development

ECOTRANS - European Network for Sustainable Tourism Development

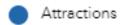
VISIT European Initiative for the Promotion of Ecolabels and Sustainable Tourism Development



7.1. Tourism and Sustainability, Sustainable Tourism

The Green Key award is the leading standard for excellence in the field of environmental responsibility and sustainable operation within the tourism industry. This prestigious eco-label represents a commitment by businesses that their premises adhere to the strict criteria set by the Foundation for Environmental Education. Green Key is eligible for hotels, hostels, small accommodations, campsites, holiday parks, conference centres, restaurants and attractions.

Green Key ECOOS Site







Green Key













Energy

Washing &

Cleaning

Staff

involvement

Indoor Environment



Green Areas

Environmental

management

Activities

Food &

Beverage

Guest

information

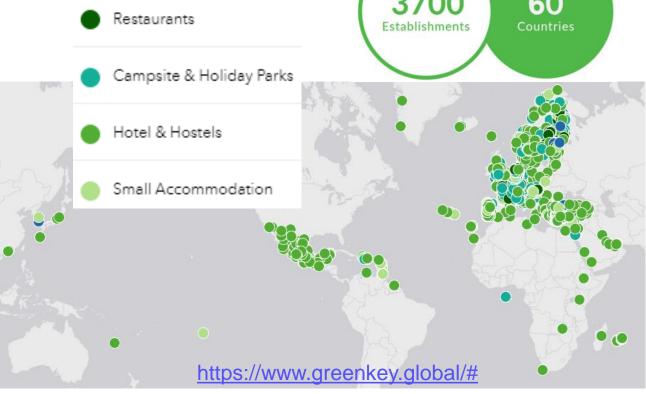
Corporate

Waste

Water

Administration

Responsibility





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7. Sustainable Tourism

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7.1. Tourism and Sustainability, Sustainable Tourism

IHEI- International Hotels Environmental Initiatives

Founded in 1992 by a consortium of chief executives from ten multinational hotel groups, **IHEI** is an ongoing educational charity that functions to encourage continuous improvement in the environmental performance of the entire hotel industry.



IHRA- International Hotel&Restorants Association

Works with 10,000,000 restaurants 500,000 Hotels 100,000,000 Employees





- Measurement of resource use
- Management and reduction of energy costs
- Reporting and disclosure to clients
- Reduce waste and increase opera9ng profit
- Only system that is easy to use by non technical personnel
- The system has been created with inputs from the hotel sector
- Inexpensive and delivering excellent value
- Places hotels and not external agencies in control of data and disclosure







7.1. Tourism and Sustainability, Sustainable Tourism



A Directory of Sustainable Tourism Initiatives & Resources

GSTC Destination Criteria

Version 2.0 6 December 2019

Performance indicators and SDGs

- For Hotels & Accommodations
- For Tour Operators
- For Governments & Destinations
- For Corporate and Business Travel

Prepared by: Center for Responsible Travel (CREST)



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7. Sustainable Tourism



7.1. Tourism and Sustainability, Sustainable Tourism

World Travel & Tourism Council (WTTC)

Representing the Travel & Tourism sector globally for over 30 years, WTTC has conducted research on the economic impact of Travel & Tourism in 185 countries and issues such as overcrowding, taxation, policy-making, and many others to raise awareness of the importance of the Travel & Tourism sector as one of the world's largest economic sectors.



https://wttc.org/



Sustainable Growth

WTTC works on a number of sustainable initiatives with leading associations & organisations to ensure that Travel & Tourism benefits people/businesses, as well as nature & the environment.

- Climate & Environment Action
- •Rethinking Single Use Plastic Products SUPPs in Travel & Tourism
- Human Trafficking
- Destination Stewardship
- •Biodiversity & Illegal Wildlife Trade
- Sustainability Leadership
- Inclusion, Diversity & Social Impact
- Sustainability Reporting
- Future of Work



Hotel Sustainability Basics is a globally recognised and coordinated set of sustainability indicators that all hotels should implement as a minimum. Developed by the industry for the industry, they represent the 12 actions that are fundamental to hotel sustainability.



7.1. Tourism and Sustainability, Sustainable Tourism

Tour Operator Initiatives for Sustainable Tourism

The Initiative has been developed by tour operators internationally with the support of UNEP, UNESCO and the World Tourism Organization (WTO/OMT). Members of the Initiative have formed Working Groups in four key areas of action:

- sustainability reporting
- cooperation with destinations
- supply chain management
- communication

TOUR OPERATORS INITIATIVE

FOR SUSTAINABLE TOURISM DEVELOPMENT

The site gives details of industry members and the activities of international organisations. Some reports, by working groups on indicators for example, are available online.



Sustainable Tourism: The Tour Operator's Guide to Responsible Travel in 2022 & Beyond

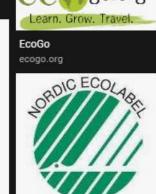








Green Policy Hotel | Environ... draycotthotel.com



midra.uni-miskolc.hu



TELOS 7. Sustainable Tourism



7.1. Tourism and Sustainability, Sustainable Tourism

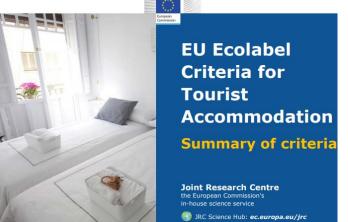
Tourist accommodations must often compromise their sustainable initiatives in order to guarantee a certain level of quality for their guests. The EU Ecolabel tourist accommodations criteria provide efficient guidelines for hotels and camping sites looking to lower their environmental impact while offering enough flexibility to allow proper guest satisfaction.



- limit energy consumption
- limit water consumption
- limit waste production
- favour the use of renewable resources and of substances which are less hazardous to the environment
- promote environmental communication and education.



EU Eco-Label



https://ec.europa.eu/environment/ecolabel/documents/touris t_accommodation_factsheet.pdf

For

TOURIST ACCOMMODATION

SERVICE



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7. Sustainable Tourism and EU



7.1. Tourism and Sustainability, Sustainable Tourism

A set of services for Going Green

The **Tourism2030** platform aims to support the tourism sector in making their products and services more sustainable and visible. ECOTRANS is managing the platform and offers a set of services and tools to bring together the interest of sustainable tourism certification programmes, businesses and destinations, marketing organisations and consumers





- 1. ABOUT introduces to the mission, history and services of Tourism2030 as partnership for the SDGs Sustainable Development Goals
 - 2. TOPICS introduce to the action fields according to UN and EU policies, linked to SDGs and providing a COMPASS
 - 3. WHO IS WHO is mapping and supports networking with helpful stakeholders and experts along the TOPICS
 - 4. COURSES & RESOURCES are published for learning and supporting stakeholders in making tourism more sustainable
 - 5. GOOD PRACTICE shows awards and examples for effective use of RESOURCES and implementation of the GSTC criteria
 Global Sustainable Tourism Council
 - 6. CERTIFICATION QUICKFINDER gives global transparency and access to environmental and sustainability "green proofs"
 - 7. MARKET PLACE in partnership with certificates is mapping certified tourism worldwide and supports their market access
- https://destinet.eu/resources/certificates/european-ecolabel-for-tourist-accommodation-services-and-camp-site-services





7.2. EU GREEN Deal -Transition Pathway to Tourism

The updated EU Industrial Strategy highlights the need to accelerate the green and digital transition of EU industry and its ecosystems. To that end, it proposes working together with industry, public authorities, social partners and other stakeholders. This co-creation process will lead to the publication of transition pathways for each ecosystem.

Tourism, as the most heavily hit ecosystem by the COVID-19- crisis, will be the first to have its transition pathway. The actions of this pathway will form the key elements of the upcoming European tourism agenda 2030/2050.

The sections below describe the different steps of the co-creation process of the tourism transition pathway.

U (European Union, 2022).

Green transition of the tourism ecosystem

- *Carbon-neutral mobility
- *Circular tourism
- *Sustainable consumption
- *Sustainable knowledge

Resilience of Tourism Ecosystem

Destination governance for supporting well-being for all

Adoptive capacity for a changing World tourism

Supporting equity, accessibility and social impacts of toruism

Improving skills and ensruirng quality of work in tourism







7.3. The EDEN Initiative

The European Destinations of Excellence (EDEN) initiative rewards and promotes sustainable tourism practices in smaller tourist destinations.

The EU Green Deal, our commitment to a climate-neutral Europe by 2050, and the focus on circular economies, will drive changes in the tourism industry. The ecosystem will need to change how it operates, including how

destinations are managed, to deliver sustainable and quality experience to visitors.

EDEN for position winning destinations to stand out as tourism sustainability pioneers, committed to European Green Deal objectives and seeking to inspire other European tourism destinations in their green transition practices.

The **EDEN** initiative aims to

* showcase the best achievements in sustainable tourism and green transition practices across smaller European destinations

* promote the development of sustainable tourism in destinations, bringing value to the economy, the planet and the people

* establish a framework for participating destinations to exchange best practices and create opportunities for cooperation and new partnerships





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7. Sustainable Tourism and EU



7.4. European Capitals of Smart Tourism

European Capitals of Smart Tourism

The European Capital of Smart Tourism recognizes outstanding achievements in smart tourism in European cities. Smart tourism responds to new challenges and demands in a fast-changing sector, including the evolution of digital tools, products and services; equal opportunity and access for all visitors; sustainable development of the local area; and support to creative industries, local talent and heritage.

The COVID-19 pandemic has had a significant impact on the tourism industry. With many cities and destinations now looking to recover and grow back, it is relevant to develop and implement smart tourism practices in line with green and digital transition.

The value of Smart Tourism

Promote

Promote the rich tourism offer of European countries and increase citizens' sentiment of sharing local tourism-related values.

Establish

Establish framework for the exchange of best practices between the cities and create opportunities for cooperation and new partnerships

Strengthen

Strengthen tourism-generated and innovative tourism development in the cities, their surroundings and their neighbour regions.

Inform

Inform the travellers of the sustainable and outstanding tourism practices in destinations they are visiting.

Increase

Increase the attractiveness of European cities that are awarded the title and strengthen economic growth and job creation.

Encourage

Encourage sustainable socio-economic development in tourism destinations across Europe.

Accessibility

Accessibility includes services that are multilingual and digitally available to all travellers and visitors, regardless of their age, cultural background or their physical

Sustainability

Being sustainable does not only mean to manage and protect your natural resources as a city, but to reduce seasonality impacts on the environment and to involve the local community.

Digitalisation

A digital city uses digital technologies to enhance all aspects of the tourism experience, enabling simpler access to services for all travellers, as well as to help local businesses to grow.

Cultural Heritage

Protect and capitalise on the cultural heritage as well as local potential and its creative assets for the benefit of the tourism destination, the industry and the visiting tourists in general.









https://smart-tourism-capital.ec.europa.eu/index_en



7.4. European Capitals of Smart Tourism

BEST PRACTICES IN ACCESSIBILITY

4.1.1 Accessibility for all

- 4.1.1.1 Low-income accessibility; Bordeaux; Karlsruhe
 - 4.1.1.2 Accessible city routes; Bordeaux; Athens; Venice; Padua
 - 4.1.1.3 Accessible infrastructure; Bordeaux; Dublin; Genoa; Ljubljana; Szczecin; Venice
 - 4.1.1.4 Accessible beaches; Gdynia; Palma; Ravenna; San Sebastian; València
- 4.1.1.5 Diversity & Accessibility; Aarhus

4.1.2 Accessibility of information

- 4.1.2.1 Accessible city guides; Athens; Ljubljana; Florence; Ravenna; València
- 4.1.2.2 Accessible tours; Florence
- 4.1.2.3 Accessible citizens engagement; Athens; Aarhus
- 4.1.2.4 Accessible tourist information offices; Braga; València
- 4.1.2.5 Accessibility through digitalisation; Porto; Florence; Gaziantep

BEST PRACTICES IN SUSTAINABIL

4.2.1 Combatting or adapting to climate change

- 4.2.1.1 Urban biking; Rotterdam; Karlsruhe; Dubrovnik
- 4.2.1.2 Sustainable transportation; Izmir; Helsinborg
- 4.2.1.3 Alternative means of transportation; Genoa; Karlsruhe; Marbella; Maribor
- 4.2.1.4 Sustainable engagement; Athens; Bordeaux; Copenhagen; Helsingborg; Izmir
- 4.2.1.5 Sustainable events; Bordeaux; Aarhus; Copenhagen; Genoa; Maribor
- 4.2.1.6 Sustainable urban planning; Dubrovnik; Gdynia; Florence; Helsingborg; Rotterdam València
- 4.2.1.7 Sustainable water cycle; Karlsruhe
- 4.2.1.8 Tourism taxation; Palma

4.2.2 Preserving and enhancing the natural environment

- 4.2.2.1 Natural preservation; Dublin; Maribor; Athens; Palma; València; Venice
- 4.2.2.2 Sustainable education; Dublin; Alba Iulia; Copenhagen; Matosinhos; San Sebastian
- 4.2.2.3 Sustainable shopping; Maribor; Szczecin; Genoa

4.2.3 Spreading the flow of tourists

- 4.2.3.1 Spreading the flow through technology; Florence
- 4.2.3.2 Spreading the flow through urban planning; Porto
- 4.2.3.3 Spreading the flow with transportation; Bordeaux; Copenhagen; Dubrovnik

https://smart-tourism-capital.ec.europa.eu/about en



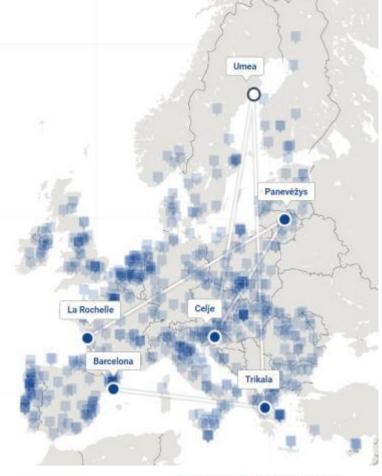


7.5. Tourism Friendly Cities

Tourism Friendly Cities

Tourism Friendly Cities, URBACT is an Action Planning Network aimed at exploring how tourism can be made sustainable in medium-sized cities, reducing the negative impact on neighbourhoods and areas interested by different types of tourism and its related aspects through integrated and inclusive strategies keeping a balance between the needs of the local community, in terms of quality of life and of services available, and the promotion of sustainable urban development at environmental, social and economic level.









URBACT, 2022.

https://urbact.eu/networks/tourism-friendly-cities

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7.6. Circular Economy in Tourism Initiative

T CEnTOUR – Circular Economy in Tourism

- The COSME-funded **CEnTOUR** Circular Economy in Tourism initiative aims to help Small and Mediumsized Enterprises (SMEs) in the tourism industry in
- moving towards a circular economy by developing an integrated system at the local/regional level.
- COSME project that runs from September 2020 to September 2023.
- Challenges in particular in the **tourism** sector, moving from a linear to a circular economy model and, given the average size, do not normally have the resources
- and skills to face it with the appropriate tools and references.







Tourism and TELOS



Any definition runs the risk of either overestimating or underestimating its economic activities of Tourism

(Ceballos-Lascurain, 1996)

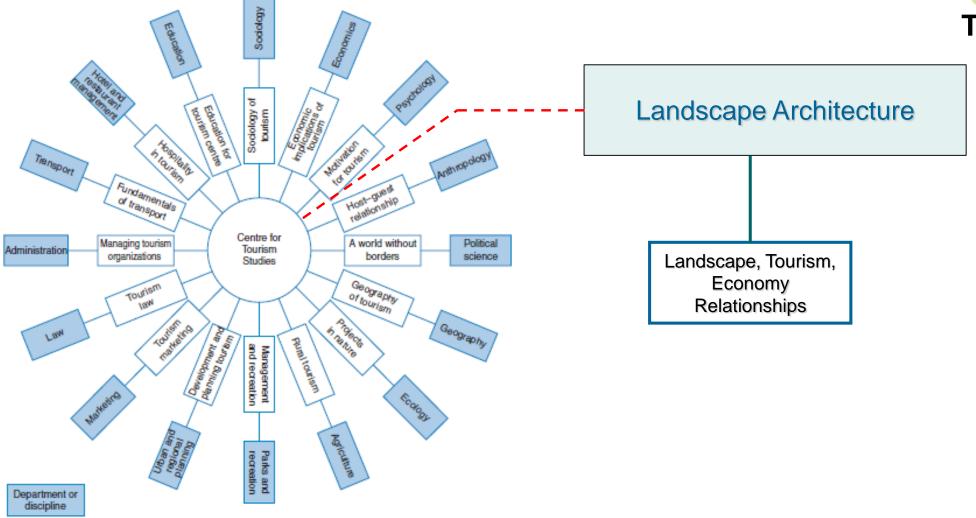
- Parallel to the aim of TELOS, *Towards a European Landscape Economy for a Sustainable Urban Development*, the rationale for tourism section are summarised as:
 - To contribute to a large-scale transnational educational transformation in tourism, landscape and economy relations
 - To empower a new generation of visionary professionals, decision-makers and urbanites to guide sustainable urban development together with tourism
 - To address sustainability challenges through problem-solving approaches in the context of tourism in urban, peri-urban areas, tourism related urban development and planning
 - To integrate systems thinking, anticipatory strategic competences, real life scenarios and insights, and interpersonal skills in connection with tourism for a sustainable urban development.
 - To build 'knowledge and action bridges' between the seemingly competing systems of **ecology**, **economy**, and **tourism** in the same everyday urban environment.



Tourism programme

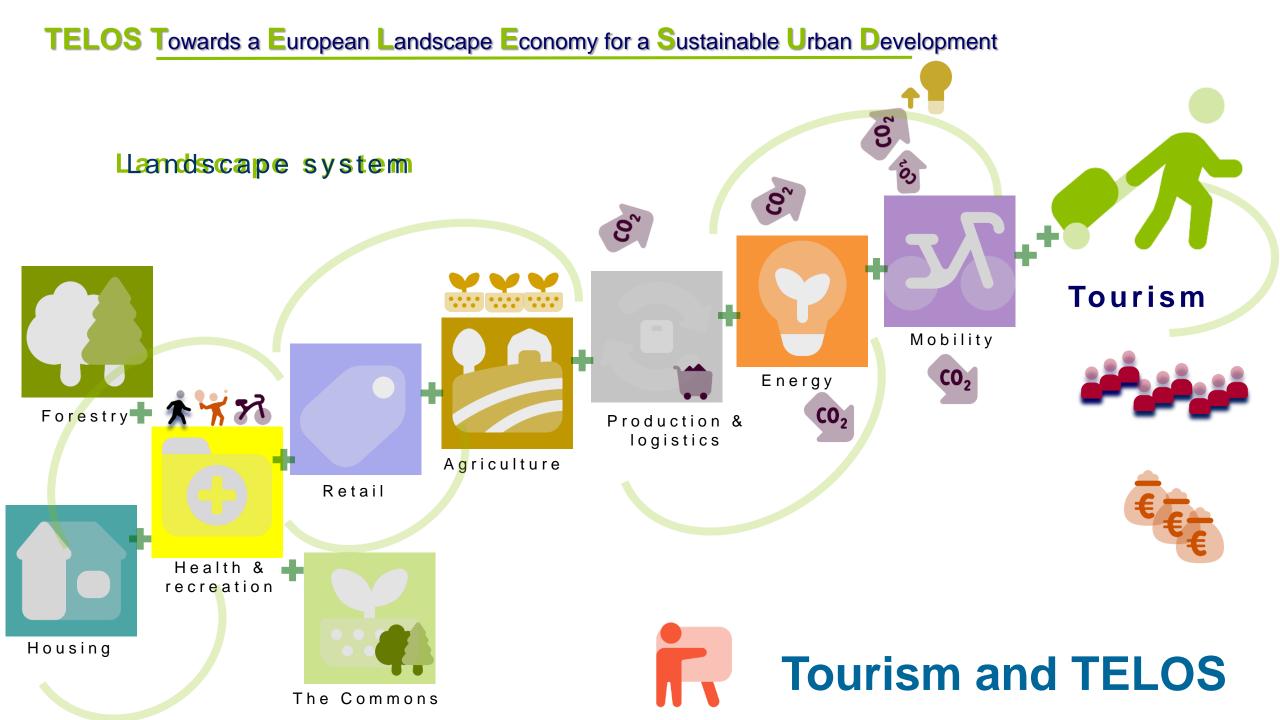
Tourism and TELOS





An interdisciplinary model of knowledge production in tourism (Jafari, 2005)

(Lohmann and Panosso Netto, 2008).





Tourism and TELOS



TELOS Tourism Questions

What are the Value proposition

Who are the **Customers**

What are the **Key products**

What are the **Services**

What and where are the **Channels**

What are the **Key processes**

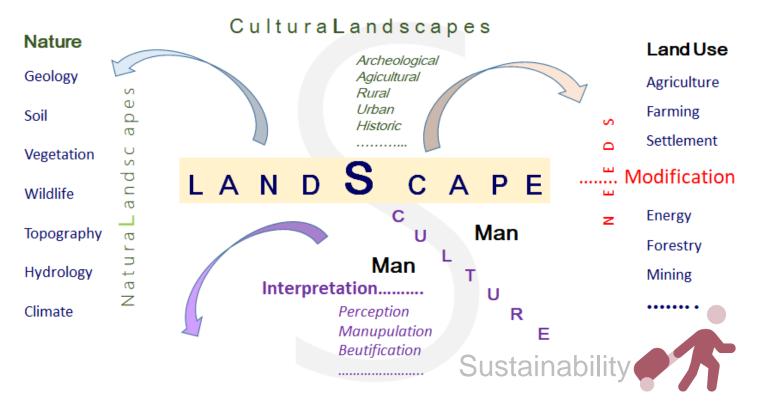
What are the **Key resources**

Who are the **Key partners**

What are the Costs - Drivers

What are the main **Revenues**

Who are the **Beneficiaries**



TOURISM

System Thinking - Circularity for Sustainability?

Circular Social Business Model Answers for a

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