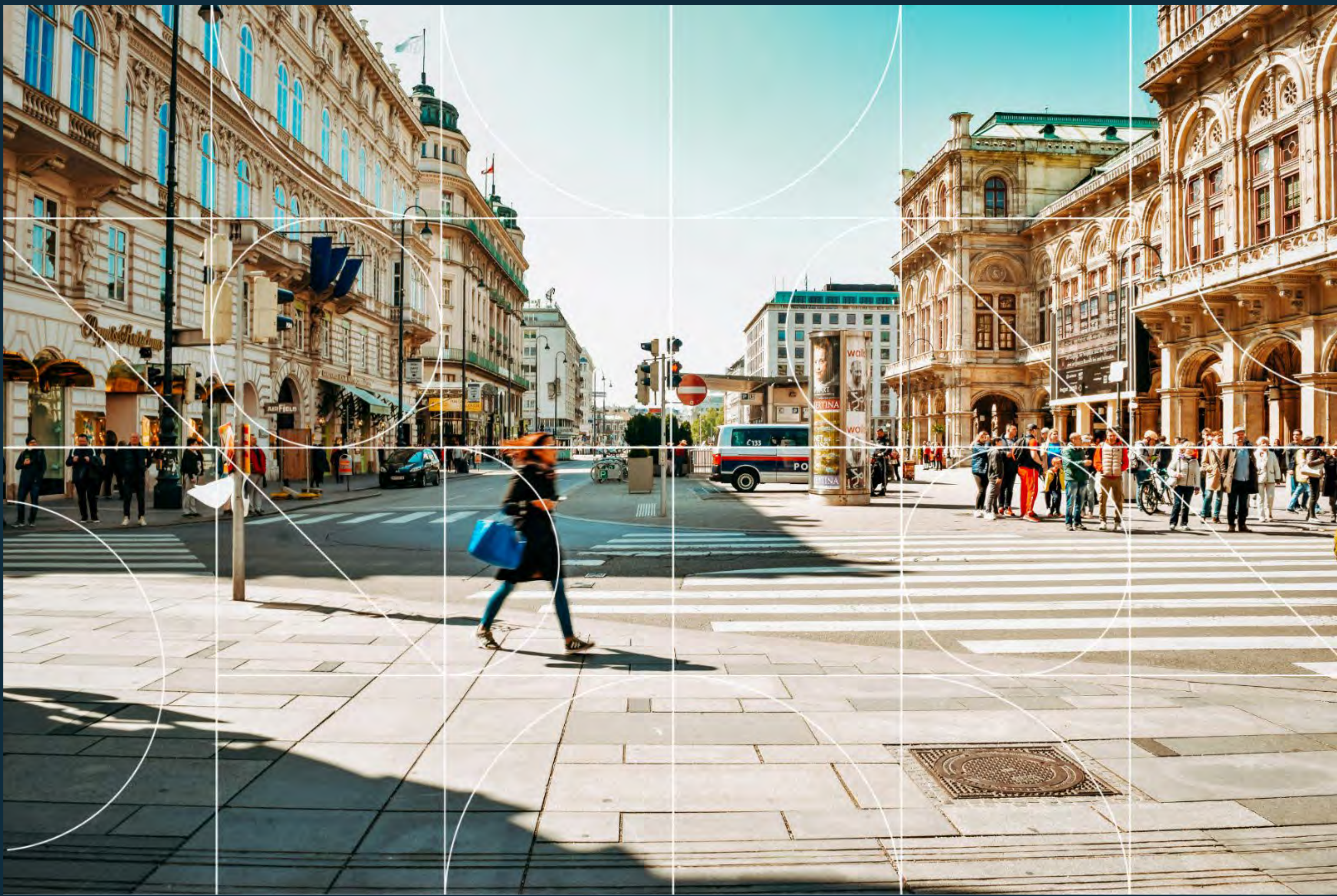

21st TourMIS Users' Workshop & International Seminar

Adoption of impact models among NTOs and DMOs

Transcripts – International Seminar

10 - 11 September 2026
Vienna, Austria

NECSTouR European Regions for Competitive and Sustainable Tourism
CITY DESTINATIONS ALLIANCE
MODUL UNIVERSITY PRIVATE UNIVERSITY VIENNA
EUROPEAN TRAVEL COMMISSION

TourMIS Users’ Workshop & International Seminar 2026

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Bruno Castro – European Commission

The European Perspective: The EU 2026 Sustainable Tourism Strategy

Hello. Thank you everybody, thank you for coming here, and thank you to the organization. You invited me to speak now for 15 minutes, a bit more. But actually, I'm very happy that I had the opportunity to be here yesterday listening to all the interesting presentations and learning more about the functioning of TourMIS, which is a great initiative. And I'm happy to learn about your commitment and your interest in data. So I'm representing the European Commission. I'm going to present to you quite broadly what we do, because I'm not sure you are aware of the role of the European Commission in this tourism ecosystem, because normally you have the competencies, and we don't have direct competencies on tourism at European level, but being such a cross cutting sector, we happen to have many competencies in areas which affect tourism or are affected by tourism.

So even if we don't have the label, the formal competence on regulating or legislating tourism, a great part of our action involves you or involves your work. For example, this week the European Commission presented a proposal called the Affordable Housing act about the regulation of short term rentals. Also, we don't have full competencies there, but there are many areas where the legislative action of the European Commission touches tourism. But we do have as well a coordinating role and we can have an added value providing narrative guidance, strategy, as we are about to present, and of course, funding. I'm not going to develop much about it today, but there are many opportunities scattered around different programs, and some of you are already participating in some of European projects. So even if we don't have the exclusive competence on tourism, we believe that there are some areas where we can add value.

So, a bit more than one year ago, one and a half years ago, we started working on this strategy because now we have a commissioner who is our political leader in charge of transport and tourism. Before, we used to work in another department most closely linked to SMEs and businesses, and now we have better synergies with transport, and we decided that it was the right moment for a new strategy and EU action. I'm not going to read everything, the slides will be distributed later, but we believe that these are the points in the governance, the cooperation where we can have an extra value.

And also, as I said, narrative and cooperating on things like data, like we have seen yesterday and today, that maybe we can support, not only through projects, but also insisting on the need or importance for everybody to have harmonized data and indicators would be so useful for your daily work on tourism. Last year we started a public consultation, I hope many of you contributed to that, and these are the priorities that were identified by our stakeholders on what should be included in the strategy. So indeed, I'm a bit secretive about the actual content because it's a political document. It will be launched soon and of course politicians will want to have the headlines that day. So it's not for me today to steal that role, but it will come in a few weeks.

So we've been promising for more than one year that this is arriving, but this time I can tell you that it will arrive very soon. And these are the main areas or points, as I said, that were identified by the public and by targeted stakeholders. So of course we need to align on tackling unbalanced tourism. The skills is also a matter which worried many of you or many in the tourism community as well. When we are discussing strategies or plans in the European Union, I know that many people get nervous because they fear that this will mean an extra burden and that's not our objective. It's true that sometimes we simplify in some areas, and then become more complex in others. But indeed we are trying to simplify and we hope that new technologies and experience will help us to reduce the burden, particularly reporting burden. Now that we are discussing data, we hope that we can have better data without adding additional costs to the actors on tourism. Of course, as I said, we can have maybe better synergies with the transport and travel sector, we have interest in multimodal options and our colleagues, not in my team on tourism, but our colleagues working on rail, for example, are working very hard on multimodal ticketing. We have an interest as well on the branding. I know that you are somehow competitors and rivals, different destinations trying to attract visitors, but sometimes you are also cooperating and that's why you are here. You can see an added value on cooperating at the European level, and this is what we want to support.

So of course you have your own brands, visit 'your own destinations', but we would like as well to strengthen the Europe brand, visit Europe or destination Europe in long haul markets, because in fact, outside Europe we are sometimes, or very often, perceived as a whole. And finally, there will be some content as well on data sharing, digital skills, as we are discussing today. So I'm coming back and these are again the objectives. We need to reinforce the governance, and there will be some proposals on how to keep working and cooperating together. I think we have a good cooperation and good knowledge of each other in this sector, but the structures may be more efficient and we can have more dialogue and become more efficient at some point. And the four priorities, competitiveness, connectivity - in relation with transport - and resilience.

We know that tourism is evolving every year. We go from, I wouldn't say crisis to crisis, or from surprise to surprise, let's say, because we know that tourism is growing, the data of visitors are growing and with the new records, so it's hard to talk about crisis. But there are continuous challenges and surprises and it's difficult to foresee what will happen because of the geopolitical situation, climate change, you name it, pandemics. So we would like to help the sector to become more resilient and to better adapted and coordinated in face of these challenges that may arise. So this is about the strategy and the general action of the European Union, and now we focus a bit on what do we have about data, in case you are not so much familiar.

We have several tools and of course the main one is the official Eurostat data. So if you are not familiar with it, please visit Eurostat webpage on tourism. Of course, the databases. I believe that you are technical people, so you will go directly to the databases that you can work with them with all the historical data. But there are also very nice interesting articles and newsletters and news explaining the methodology and analyzing the main results. So this website is currently updated? I used the screenshot from January, but we have more recent articles. Whatever stat includes you can see in those folders. It's basically data on accommodation and on demand. So have very detailed data provided by Member states. Normally they are published with a three month delay because member States have to collect them to process them, then send it to Eurostat.

Also Eurostat does additional checks and normally three months after the reference month they are published in the database. So we have the occupancy and capacity of tourist accommodation establishments, the arrivals, the nights, and also the surveys on the trips of EU residents, where they go, how much do they spend and other data. But this is what we have until today. But we are working on new regulation. The colleagues on Eurostat are working on updating this basic data. We can say so in the next year there will be a proposal. Now there are currently consultations and hope you can contribute as well on what is needed for a new tourism statistics regulation. This is the minimum that all Member States have to provide to Eurostat. But we know that most of you have more data as we are seeing these days here.

So the objective is that everybody can contribute and to raise this minimum bar so we can have more granularity of data to have it quicker and to have better coverage. I'm running out of time, so I'm not developing much, but I will be here for more questions and to develop. And you have the slides, but just for you to be aware that we're working on the legal revision of Eurostat's work and Eurostat in parallel has been working on sustainability indicators for tourism. They are parallel initiatives by UN Tourism and OECD and we are cooperating with them. We are elaborating different lists, but somehow close to each other. And we keep working together with the objective of having one international and single list of sustainability indicators is difficult because we have different constituencies and actors.

But we keep working well at the international level with existing data and with no additional reporting burden. Eurostat already was able to identify several indicators as you can find in the QR code. So we're making some progress on putting together these indicators. Very small, but there are many on three pillars. And we also have indicators and I invite you to visit if you don't know the EU dashboard, the EU tourism dashboard complements the official data by Eurostat taking data from different databases. So not only on tourism, we have three pillars again, green, digital, socioeconomic and it's probably more user friendly with the graphs, with the maps. We have 35 different indicators at good level of granularity in some cases member states, in other regions, also local administrative units.

So I invite you to visit the dashboard and we are working together in the European Commission in DG MOVE. We are on the policy side and we have the experts in Eurostat. And this is from the Joint Research Centre that are working on the dashboard. So these are the indicators today. We are constantly updating, refining and making them more granular as well. And I invite you as well, if you don't know it, to visit the tourism platform. Any type of project or news that you have, you can submit it there and showcase it. So this is not only about EU projects where you can learn what we do. On the contrary, it's about learning what the whole tourism ecosystem in Europe is doing.

So anything you do that you think is interesting to share with any type of funding or scope, you can publish it there. There are so many articles, many training opportunities, data opportunities for funding. So I invite you to subscribe to newsletter to learn about what others are doing and to contribute with your own knowledge and experience. Finally, I will just mention three projects that were mentioned yesterday. We are funding them, but they are working on this European tourism data space that we hope to see soon. So just for you to have the QR codes and the names Deplora, which was mentioned yesterday in the workshops D3 hub. I know many of the people in the audience today are partners and we hope to see results for this project soon. Here we are investing on scientific and technological possibilities for the data. So that's it.

Questions & Answers

Question 1:

Thank you for sharing the insight of the consultation and the high level objectives of the strategy. I think we are very much looking forward to see the real result soon. Just one question, because what I don't see, I see branding in the highlights, I would say, but not really something about promotion or marketing. Is this also an aim to invest heavily in the, for example, long haul promotion of Europe or is it not so important?

Answer:

It is important. Thank you for your question. I wouldn't say invest heavily. I cannot promise that there are ideas and plans about it, but this is strategy. It's not coming with a dedicated budget. So this is more about coordination and strategy and efficiency. Currently, probably you are aware of the internal functioning of the European Union. We are negotiating the budget for, I think, after 2027, for the period from 27 to 32, what we call the multiannual financial framework, and this is a different, very high level, difficult negotiation, but yet it will come from there, these discussions about funding. We'll have answer after the strategy. This is independent, but actually we are arguing our case, saying this is important. We need funding for tourism somehow.

Question 2:

When you are launching this strategy, my willingness is to know how do you follow, how it is then launched in practice, and whether you are somehow collecting data from us, who are making these operations on and how we are doing. And with this question, I mean that do you have some kind of future perspective while it's still going on for the next future? So how will you follow and discuss with us? I would like to have answer, not only referring to platforms.

Answer:

I cannot give you many details, but as I said, there is an objective to improve governance. We already have some fora where we can meet with the stakeholders, but we want to improve that with all the different levels of competencies and responsibilities, where we can have more, quicker and more effective coordination, more open dialogue. But not just dialogue, also action. So there will be some novelty on that, some proposal. I hope you will find it new and useful and it's about future coordination and sharing of information and better action. So we'll follow up new structures, the current and new ones. We have time for one more question.

Question 3:

I think on one of your slides you mentioned that tourism is also in a problem situation because of regulations. Especially we in Austria have the feeling that we have many regulations that make it very hard for tourism, especially sometimes or one or the other time. Many people in Austria think that the EU is also responsible for many regulations that we have. Do you plan to reduce regulations for tourism as a part of your strategy? Or doesn't appear that at all in this program?

Answer:

Yes, but also we are a regulating body, so at the end of the day we are bureaucrats. We like to regulate. So that's why we like to have your feedback and the feedback of the stakeholders and the citizenship, because our natural tendency is to regulate. So as I said, we have the aim to simplify regulations or reporting burden. But again, we don't have the competence on regulating ourselves. So many of the regulations for which Brussels is blamed are actually national or regional, or they lay elsewhere, or they come indirectly from us. This is true. So we have this objective of deregulating. But in this strategy we are not going to say this and that regulation will be off as from today. No, that's not the way it works.

But it will remain an incentive. And not just in the field of tourism, but the whole European Commission is trying to streamline the way we work and also political issue beyond tourism, the way we are perceived, as well as an over regulating body. We can discuss whether this is fair or not, whether this is true or not. But there's actually a perception in the citizenship that we may be over regulating. So when we do it is because we believe it's needed.

But it's true that we can revise the regulations. For example, I mentioned on tourism statistics, there will remain a law regulation, but we will try to make it more simple, more modern and more effective.

Question 4:

I have just a recommendation now that we'll have a new strategy is to have a look at the programs implemented in the past. You mentioned three programs on data spaces which more or less were very similar and encountered the same difficulties.

Answer:

I think it's important that there is less duplication, more efficient use of resources and programs which provide, for example, grant schemes to SMEs who are involved, which really work a lot and they actually provide the change in sustainability required in the private sector. Those are maybe given also more importance in the allocation of the programs when you plan the programs for the future. Thank you. Thank you for this recommendation. I share the analysis. We are aware that sometimes we have these funding cycles that we fund projects. The project is over and then maybe there's no follow up, or maybe there is a similar project elsewhere, and this happens not only with our European funding, maybe we are funding something that you are already doing in your countries. So indeed this will better communication. We're trying for many years.

It's not only about tourism. The whole funding ecosystem of the EU at the same time is trying to be more efficient, but it's also growing in parallel. There are more and more and more projects, more experience accumulated. So please share this, any opportunity to share this recommendation. Because when we are now discussing and negotiating the new budget, the new multi annual financial framework, they might have an incident. It's not just about the amount of money, but how the programs will be designed. So indeed, this kind of cluster groups after projects or better coordination. This is a goal, but it's not always easy to implement. So please keep insisting on this recommendation. We know the goal, but sometimes it's not easy to implement it.

Milena Bärtschi – Switzerland Tourism

The National Perspective: Switzerland's Travel Better Philosophy

Hi everyone. I'm really excited to represent Switzerland Tourism today. My name is Milena and as Hani already mentioned, my role at Switzerland Tourism is the one of manager tourism development and sustainability. So I have tourism development one hand and sustainability on the other. And as many of you might know, this is quite hard to bring together. But we're trying. And that this is hard to bring together can also be seen in the media narrative, at least of the mainstream media. For a lot of years. The underlying narrative was quite simple. It was more tourists means a successful tourism. For example, this headline of 2024 states that in the previous year, Switzerland counted more tourists than ever before. And it's clearly stated as a success story. And also other headlines were topped with buzzwords like record numbers, success years and so on. But then the media started to paint a more critical picture. Provocative headlines like now we put off fences because of people, not Livestock. Top media articles and other buzzwords like over-tourism entered the space.

Why is that? This is because Switzerland tourism and also the media had just one single metric to measure sustainable successful tourism. And it was the measure of overnight stays. But this does not really work for success for sustainable tourism, because tourism is too complex for that. It cannot just be measured by one single metric. Overnight stays rewards volume but not value. And this is something that we need to change. So we need another goal. We need another goal than just more and more tourists each year. And this goal, is to have the right guest at the right time, in the right place.

But overnight stays doesn't really work as the metrics I want to show you with the year of 2025, if we take overnight stays, it was the most successful year for Switzerland tourism ever. We reached almost 44 million. But if we take a closer look and this graphic helps us to do so, we see that it's a bit more complex. This graphic shows the hotel occupancy in 2025 during the whole year and across the 13 touristic regions of Switzerland. If you take very well known regions like Zurich or Geneva, the hotel occupancy was really high, it was at 65%. But if you move on to lesser known regions, this hotel occupancy dropped. It was down to 36%. And not only regionally, but also seasonally, we see this imbalance. We have a high hotel occupancy in summer and not so high hotel occupancy in the shoulder seasons, like in autumn and spring. I know that many of you are familiar with these problems, these phenomena. So I'm not going to go into detail here and bore you. But what I want to state is that we have to look beyond solely overnight stays because then we see this imbalance that is not sustainable. Not for the economy, not for the environment, not for the people living in Switzerland. So as I said, another goal, the goal of right guests at the right time, in the right place. And this is what we call travel better. Travel better has been our guiding philosophy since 2024. So in 2024 we came up with this. It consists of five different action fields.

I'm sure many of you know these fields too, maybe just under different terms. But we have year round tourism flows of visitors, length of stay sustainable and tourism acceptance. So as I said 2024, we came up with travel better. We basically told all of our employees that they should know these fields by heart, they should start working on these fields. But one question that we didn't come up with yet in the beginning was how are we actually going to measure this? But this is very important, right? Because only what you measure you can change. So this is why right now we are under development of a new metric system that should help us to actually measure travel better, actually measure sustainable tourism. Our new metric system looks a bit complex. It consists of three different levels. The two levels below are very operative.

They count for Switzerland tourism. As a company, it's basically do we have a partner satisfaction? How high is it? What kind of marketing contacts are we reaching? So it's very our day to day output that I'm not going to focus on. Instead I'm going to focus on the touristic level, the upper level. Because this is what travel better is about. It should be a touristic nationwide metric system and it has one metrics per travel better action field. So one thing that is very important to mention, I'm glad that Hany already said that before. It's under development. This metric system might still change and something that we are working on right now. But I'm going to nevertheless walk you through the five action fields and our plan to measure this in the future. Let's start with year round tourism.

With year round tourism we want to flatten the curve that you saw before. We want people to travel in Switzerland for the whole year. One example that I brought with me is our autumn campaign. We've been running with Roger Federer for five years now. Roger Federer is basically our national hero. I think half of Switzerland is actually in love with him. So if he tells Swiss people to travel Switzerland in autumn, they will hopefully listen. But then bringing him together with international stars like Trevor Noah and Halle Berry really helped us to get international media attention too. How are we going to measure year round tourism? The metrics that we need here is still the hotel occupancy, but we focus on the months where the hotel occupancy is below 50% compared to the months where hotel occupancy is above 50%.

So whenever our employees are planning an activity, a campaign or whatever, they have to ask themselves the following question. Does my activity target a month where Swiss hotel occupancy is below 50%? And we give them the data to assess this. I brought a challenge with me for every field because I think it's always important to always also point out the challenges. And one challenge that I see here is that year round tourism is not just a marketing task. It needs the whole industry to rethink their opening seasons and to rethink their offerings, because people in general, we can tell our guests to visit this beautiful mountainy area in November. But if there's no hotel open and no restaurant, they won't go or they won't have a good time at least.

So we need the whole industry to rethink this. The second field of action of travel better is flows of visitors. So we want our guests to really explore the whole of Switzerland, not just the hotspots, but also the hidden gems. One example here, it's also a campaign that I brought with me. It's the culinary Grand Tour of Switzerland where we send two protagonists through Switzerland and they explore Switzerland. The hidden gems of Switzerland through food and through drink. I cannot show you the videos because it takes too much time, but YouTube is one of our most important channels and the videos are of really high production quality and they're really funny. So please take a look. How are we going to measure flows of visitors here? We still need overnight stays as a metrics, but we need the market share of overnight stays.

And we're going to focus on the destinations that are outside of the top 20 regarding to their market share of overnight stays. And we tell our employees that they should integrate the destinations of Switzerland in their campaigns, in their activities that are outside of the top 20 so that their market share grows. One challenge here is a hidden gem. I get quite a lot the question of, so Milena, you tell me that I should act on this flows of visitors action field, but how am I going to actually do this? Do you have a list of hidden gems that I can have? And I cannot give them that list because of three reasons. First of all, it's quite subjective what a hidden gem is and what isn't. Secondly, it's very seasonal. And thirdly, hidden gems are often quite sensitive.

And it is our job to protect sensitive places and to make sure that they're not overrun uncontrollably. So I cannot give them a hidden gem list. What I can give them is a no-promotion list that we installed this year. We send this no-promotion list to market managers of the destination managers and they can list their points of interest and the regions that are sensitive and that they don't want to have included in our marketing campaigns. The third field of action of travel better is length of stay. So we want our guests to stay longer. I have a campaign with me. I'm not going to focus on that. I'm going to focus on the products. As an example, we have the Grand Tour of Switzerland and the grand train tour of Switzerland.

So basically a road trip and a train trip leading through Switzerland and people who are doing those are staying eight to nine days. And that's really quite long for us because our average is still a little bit above two days. So we want this average to grow, of course. So what we measure here is actually quite straightforward. We measured the average nights per day. But the challenge here is the data. We are reliant on the HESTA data. So the official accommodation data, but this does not really cover a guest's full journey. It just covers how many nights a guest stays in one hotel. So this is a challenge that we have. We're currently looking at mobile data or banking data to use as an alternative. But Swiss data security laws are quite strict. So our BI team is on this challenge right now.

But this metrics might still change. Then we have our sustainable program as a fourth field of action of travel better. It's our nationwide sustainability program. So basically touristic businesses and also whole destinations work through a set of sustainability criteria and then they get classified in one of those three levels. Level one committed, level two engaged, Level three leading. The higher your level, the higher your priority in our marketing activities. So you have a clear incentive to grow here. It's also pretty straightforward. We count the Level 3 businesses because Level 3 stands for a holistic sustainability strategy. And we count the destinations and we want this number to grow. One challenge I see here is the so called EMPCO initiative. I'm sure that many of you have heard of this. It's a new set of regulations that comes with sustainability communication.

And we are now analyzing how it will change the whole program and how it will change the numbers that we have here. And then the last field of action is tourism acceptance. So this is the social aspect of sustainable tourism. We want with this field of action to have a harmonious coexistence between residents and tourists. We've launched a really interesting initiative this year. It's called Travel with Care, Leave with Memories. And it consists of two measures. We have a guest awareness campaign on the left with messages like be mindful of fellow travelers, stay on mark trails, ask before taking a photograph and so on. And the whole touristic industry of Switzerland can actually use these messages for free.

They can use these assets, they can co brand it or brand it in their destination marketing and they can also ask for new messages that they need for their specific destination. And then on the right side we have an industry toolbox that the industry can use also for free with pretty practical tools like surveys, tips on a successful on mastering communication or a successful stakeholder management. What we measure here is the public approval. So we have the number of Swiss people with a positive attitude towards tourism in Switzerland. Right now this is at 78% and we want this to grow. Our challenge here is that acceptance needs a lot of time to grow. It's a mindset shift that we want to achieve and it just takes a lot of time. And some media articles are not helping.

So these are the five action field of travel better. This is travel better. I'm really looking forward to see how this whole metric system will help us to measure sustainable tourism. One thing that I want to stress again is it's under development and our goals are still missing. So we are working on this to have one goal per metrics. And then another thing I want to stress is that we cannot as an NTO reach travel better alone. We need the whole industry to rethink. We can come up with travel better, we can measure our own impact. But then we need the industry, we need to talk to the industry to feel how they can adapt travel better to their destinations, what problems they see, what challenges they face.

So like that, I hope that the future of tourism is not solely overnight stays, higher overnight stays, but that it is travel better. Because travel better actually rewards value rather than volume. And it is how we want to bring tourism development and sustainability together.

Questions & Answers

Question 1:

Had a question on the year round tourism indicator you mentioned measuring months below 50% occupancy against the months above 50%. That 50%, do you consider that the break even rate or is it the rate where occupancies have a profit or how was that assigned at 50%?

Answer:

The 50% might still change over time, but right now we just see it as a realistic goal. When we look at the hotel occupancy that we have right now, we talk to the destinations to kind of come up with that threshold because you cannot go for 100%. They will also have like closed hotels over the year and so on. So this is why it's the 50% that is the goal right now.

Question 2:

Shifting to the shoulder seasons, it's probably extending the shoulder seasons and not really having a decrease in the high seasons or how do you handle that? How do you measure that? So is it really about the shift to get more in the shoulder season, away from the high season or in addition to?

Answer:

It would be in addition to. We don't want to weaken the high seasons. Maybe I've put it not that straightforward, but we just want to have a shift or we want to have like not this curve anymore. So we just want to flatten the curve a bit by the shoulder season coming up.

Question 3:

How are the companies or the businesses, the hotels reacting? Because very often they need to show the season to actually cool off. So how do you work there? Also together with the Chamber of Commerce. What's the reactions? Because that's something I'm very aware of. It's not easy. I feel you.

Answer:

This is a problem because I also understand destinations and hotels and so on, that they kind of need time to cool off and to prepare for their high seasons again. This is something that we need to take into consideration. But we're just saying that maybe with some new offers, and these are also offers that are important when you want to adapt to climate change, for example, that you have to rethink these offers that you have. And we're not saying that you have to open the whole year, but just maybe to just grow it out a bit. But it's always hard to be honest with you, to motivate the destinations, because also we're an NTO, they are working on ground, they are working with the guests, so they have more knowledge there and we have to respect that.

Question 4:

First I want to congratulate you to an excellent presentation because it really brings together the measurement and the management. And I think so often, we are the data people, we are all crazy about measuring. But I think it's really clear what you said in the beginning. You need to measure what you want to manage, but I think it's also the other way around. You only should measure what you want to manage and where you want change.

And I think this breaking it down to the central indicators and in the End for this purpose, forgetting about all the others. I really like that. But then also see the challenge then how to measure and that the indicators that we have are often not really measuring what we need. So I think it's this struggle and I think in the past we often forgot about the management and went crazy about the indicators that we cannot measure. But I think this clearly shows also where we need to work to supply better information for the management. And this I liked a lot. Thank you.

I think it's a very good way to make your colleagues enthusiastic about something very concrete with very concrete goals and linked to the measurement. So I think it's a very good example. And now comes your question and it's a technical question. The occupancy rate, is it a gross or a net occupancy rate? Because if you take net, it's excluding the rooms and the beds that are not available during a period. And we know that in our sector sometimes they just close half of the hotel because they know there is seasonality and they have half of the staff not working and they just close. So it will have an impact on your goals if you do gross or net.

Definitely. You don't know how many times we've talked about this when coming up with the metric system. So we're taking gross, we're not taking net right now, but this is something that might still change. And as you say, it has a huge impact on the numbers. I think gross is best for the metrics. It took us some time to convince all of our people who were working on the metrics, but now we have gross. I think sometimes you have to explain what it is, gross occupancy.

Daniel Iglesias & Daniel Caro – NECSTouR & Andalucía Nexus

The Regional Perspective: The Tourism of Tomorrow Lab

First of all, thank you for having us. On behalf of NECSTouR, it's an honor to be part of this initiative for the first year to be co organizer together with ETC and CityDNA. My presentation will consist of two parts. The first part I will introduce you some of the main challenges that regions or regions in NECSTouR face when measuring and mitigating the impact of tourism in their territories. And then in the second part, I will invite Daniel to join me to talk about the NEXUS initiative, a very relevant initiative in Andalusia.

So, two Spanish speakers, two Danny's talking together with the same slot time constraint. I don't know if it's a good idea. I'm joking. Okay, so let me provide you with some background. NECSTouR is the network of European regions for competitive and sustainable tourism. We have more than 45 regions across Europe and we have 2030 strategy with several objectives to be achieved by 2030. And one specific objective is objective number three that states that by 2030 all the NECSTouR members will be measuring the impact of the tourism in their territories using a common set of indicators. This is the roadmap that we are going to follow to achieve this objective by 2030.

Okay, so as you can see here in NECSTouR we have several, let's say, departments, the governance hub, the climate hubs, and the Tourist of Tomorrow Lab, which is the data lab, is in charge of developing this third objective. So here in the Tourists of Tomorrow Lab we go to destinations in order to adopt a more data driven management approach in their territories. So I'm not going to into detail. We are currently to 12 premium members. We have some strategic research areas with AI sustainable indicators, platform development, we have capacity building programs, we participate in European projects. These are the Toplab members here with us today, we have representatives of Andalusia, Lapland, Catalonia, Westtoer, Flanders, Azores, Madrid, Skåne and Emilia-Romagna. As you can see, almost all of them are with us today. So, going to the challenges.

If we want to measure the impact of tourism in the territories, this is a kind of pipeline with several steps. The first one is to decide what to measure. And these are the challenges for this first step. First of all, there are multiple frameworks, not common ground. A lot of frameworks exist and this is one of the main challenges, which one to adopt. In order to measure in this case the sustainability frameworks, then it's not easy to stick to one of those existing frameworks. Because the second challenge is that you have to align these frameworks to your realities, to your regional strategy. And this leads us to the third challenge. That is our regions are fragmented. For example, in the case of Andalusia is a huge region and there is urban area, rural areas, coastal areas.

So it's not so easy to measure the impacts. Even the same impacts have differences depending on the area. Many, many other challenges in this stage. For example, we often to select too many indicators that will make us to lose the focus. Obviously the availability of data in terms of geographic and time resolution, geographic granularity, obviously the multidisciplinary nature of tourism is not just about tourism. It's transport, it's energy. It's another sectors. The last one that for me is very important, we have to differentiate between the long term and strategic indicators that are very useful for DMOs versus the operational short term indicators that are those that need tourist meets for the daily operations. So many times you have a dashboard with indicators.

This dashboard is not being used by the private sector and this is because it's composed of strategic long term indicators and no operational ones. Then we decide what to measure, we move to measure. We are going to gather the data and analyze it. So here are some of the challenges. The first one is that the data is fragmented in several sources. PDF websites, APIs with several formats, JSON, CSV, PDF, etc. Maybe one solution can be to use APIs, but working with APIs is very hard. With us we have Professor Karl that has vast experience working with APIs. And I'm sure he will agree that developing an API is not an easy task because you have to take into account how the user, the end user, will use your API to provide them the right endpoints.

And many APIs are undocumented they are not reliable. So unstable is not easy to rely on APIs. So because of that we end up with manual operation. We download files, we open the files, we clean it, we analyze. This is time consuming and error-prone. And this is another important challenge here in this step. Then we move to the next one. Once we have decided what to measure, we measure, analyze. We have to transform the result of the analysis into decisions. Here are the main challenges in this step. First of all, interpreting indicators. The result is not easy is skills. Because indicators don't live in isolation, they are interconnected, there are second order effects. And it's not as easy as saying, if this indicator are above this threshold, I must take this decision and it's below the opposite one.

It doesn't work that way. The third one for me is very important. Many times the people that are in charge of making decisions is not the ones that have been participating in the creating the indicators and calculating them. So being honest, if I have to make a decision, but I have no clue about what the was the indicators. I was not involved in creating the indicators or gathering the data analyzing. I am going to be reluctant to make a decision based on this indicator. It's not easy, but we should involve in the previous steps those in charge of making decisions. So in order to tackle all these challenges, we have NECSTouR data pathway. This is the high overview. We don't have time, I'm not going to enter into detail.

We launched it the day before yesterday here in Modul, in the afternoon with NECSTouR members attending here. And the idea is that we are waiting for one year. We are going to launch a pilot when we are going to select, calculate, test and benchmark a set of indicators, social, environmental and economic one. This is a kind of co creation exercise. And then we are going to complement it with several layers, learning layers, where we are going to learn about transversal models related with technology frameworks, methodologies, analysis, communications, etc. And some thematic models in order to enrich this exercise. And the first thematic module that we launched Wednesday was the resident satisfaction measurement. This will be one of the topics that we will be learning about until 2027, until January.

So I have some sample of projects that we have developed in order to measure the impact of tourism, for example in natural areas. This is a protective park in the north of Spain where we develop dashboard with different data sources in order to help people in charge of managing the natural park to better manage and to mitigate the impact of tourist flows in this very beautiful place. With Westtoer, we help Westtoer in order to develop a framework, a dashboard of indicators for measuring the impact of tourism in the coastal zone of Belgium. With Ibiza, we are working on assisting in order to assess the traffic, the impact of traffic in the island, so that we are able to analyze the different traffic patterns there and to make decisions, because this is very important for them.

So I want to share with you one special use case. From Andalusia so I want to invite to join me Daniel Caro, Head of unit of Andalusia. Good morning. Thank you for the invitation. Remember, we have limited time. Well, I'm from Andalusia, so I cannot guarantee to be on time. Everybody knows. Danny, for the third question, please tell us describe the Nexus initiative. Because I think it's a very interesting, very ambitious initiative you are developing in Andalusia. Please tell us about it. Andalusia Nexus is just a brand, an umbrella. It's nothing, it's virtual. But the thing is we have fragmented project, everybody working on their areas, different container, different roadmap. What we do is to try to tidy up all our project at the house before we go to one step more.

So Nexus in one side is to organize in five different levels or five different focus, what we do. And the other side is just to put a limit, because we can do everything right. So it's much better to communicate what is our focus, what we are working on, for private company, public bodies project, for the people who's working, the team and everybody. We exactly know which is our roadmap. So it's divided in five areas. The first one is everything related, your project, networks and project. So they set up the standard how to measure what is the best standard to take it. The second one is called Nexus Data. Nexus data give us the knowledge, the data, what we have to know to do whatever diagnostic. The third one is Nexus talent. We need the people.

The people have to work, have to know. So we attract the talent for the ecosystem. We help them to attract the right talent. The fourth is Nexus Lab. It's everything related training, capacity. We have to, the people already working on the ecosystem, they have to know what we are doing. They need to trained to be trained. And the last one is the action. Everything is right, but at the end of the day, destination, the ecosystem is going to be private company. Private company, they have to sell. So the action is going to be something that is the core of our company, which is the Promotion of Andalusia in the world to attract tourists and everything. So it's a project called Audience. We're just measuring all the promotion.

We are doing, the digital promotion, generating different audience, different type of tourists that we try to put the right product and then pass everything to companies ecosystem, of course, with the right measure, with the right data, with the right talent and with the right training, to help them to take all these tools. Imagine there are different type of companies. Big one, we try to give value to them, but the small one, they are in another step and they really need different kind of thing. So all the five project, the five area, the five focus, they're working together in the same room and everything's easier. It's much easier. Perfect.

Danny and I've been talking before about the challenges that you face as a region in order to measure and mitigate the impact of tourism. Can you tell us in your case, in your particular case, what are those challenges for Andalusia? Well, the first one is Andalusia is almost a hundred different municipalities, totally different, one or two of each other.

So Seville, Malaga, there are two. The speed is great, but all the rest you can imagine, there's everything. And another value or problem, depending on your focus. Sometimes it's not problem, of course, is the diversity of different kind of tourism that we have in Andalusia. So it's like the Lord of the Ring is not working. There is not a product to rule them all.

So it's really hard, really hard, to try to adapt to different realities that we can find in Andalusia. What is the best? Because we have many things, but it's different, it's hard to manage. Perfect. I want to ask you, we have been working with Andalusia because Andalusia is one of the next Tourism of Tomorrow Lab members. I would like to explain and elaborate the way you are using AI in the NEXUS initiative. Because AI is central. It's a pillar of Nexus strategy. Can you explain that? Because I think it's a very good strategy and a pretty good best practice for other destinations. We're working very hard on AI. And the first thing is everything related human. There's no AI, autonomous. We are thinking everything is close to the human.

And it's going to be supporting the human to help us to scale. Right. The second thing is when this is internal, so there is a trained capacitation of everything internal into the company, which is hard because it's changed how the people are usually working. But what we are facing to the ecosystem, the first thing we are doing is to try to hide as much we can, all the technology. We never talk about technology, we try not to talk about AI, nothing about technology, nothing about tools and really cool thing and everything. What we are trying to do, internal and external with the use of the AI, which is really great, is to put everything in context. In context.

For example, a person that is working and making a decision making whatever thing he's doing in the project, at the end of the day, you are writing a word, you are writing a PowerPoint, you're writing whatever that point is where you have to have the data. But this data is going to be in a context because you are writing a report to the European Commission or to whatever body. So you need that data on that context. What we found that internally and externally, the people don't have the time and the right training and capacitation to understand what the PDF I'm producing, what the data say I'm producing, what is the dashboard that I'm producing. They don't have the security to have the data to put on the flow. On the flow they're working or where they're working. It's hard.

So sometimes we find the people is afraid to use that data because it's not 100 sure, but AI is super great to put that data in context. Of course, everything based on human, everything based on validation is not going to be massive, it's not going to be big. So you are building a kind of brain of your organization with the different activities, projects. So that, for example, if I have to write a proposal, then I started typing with sustainability for Malaga, for example, and AI the bot tell me that there is another department next to me that is developing or has developed this project. So I can't include in the report the results that otherwise I will miss. The first hypothesis we put on the table is to say, which are or who are the best expert on Andalusia tourists.

So are going to be my colleague, not me, but my colleagues, because they are working 20 years, 30 years. We have a huge experience and they're working every single day on that. So the first thing is going to be to put the expert in place to catch that data and to put it in a single repository, which is very hard. All the day long we are getting data, producing data. And this Data is in our hard disk. So what we are doing is to put everything on the same place with the step before to try to use AI or whatever tools that we are going to use. And this is really difficult. But I think it's working because put the human in the center, I put the knowledge in the same place. And it's much better to manage. You're making explicit those implicit knowledge that is in your expert's mind.

Questions & Answers

Question 1:

Thank you very much for the presentation. Just a very quick question for this, Daniel, you said you're not heavily involved when working with AI. You try to include the human component as much as possible. Is there not any fear of being left of lagging behind or you're certain 100% that you really want to have this human component?

Answer:

There are many problems on that. But the thing is, the roadmap is implemented internally. Try to scale the job that we are already doing. As soon as it's mature, we are in the process on that process. As soon as we feel it's mature, we are going to open the cycle to the rest of the company, not externally. And then we have different areas that is in contact with the ecosystem. So the AI is going to be for those people that are already in contact.

And at the end of the road, maybe we are going to open outside, but under control we don't believe should because if not, we are going to make a copy of ChatGPT. And this is not the goal. It's hard. It's very hard. But I think it's worth it.

Jakob Kjeldgaard Fuglsang – Wonderful Copenhagen

The City Perspective: Copenhagen's Legacy Lab

Thank you very much and it's a pleasure to be here in Vienna. And I came two days ago where I was able to see the city when it was sunny and it was amazing and I really love some of the buildings and the architecture in the city. So thank you for being here. And yes, I'm from wonderful Copenhagen where I'm part of the initiative that's called Copenhagen Legacy Lab. And today I'll tell you a little bit about the background behind Copenhagen Legacy Lab which is a PhD study. And then a short introduction to Copenhagen Legacy Lab, the why, the what and also how we're working with Legacy from congresses and events.

We have created a seven step model and then a few cases which should make it quite clear how we are measuring impacts from congresses and events. And then in the end, I'll quickly go through some of the lessons that we have learned over the years that we've been working with this topic. So let's jump straight into it and a little bit about the background. As mentioned, we had a industrial PhD program which was from 2016 to 2019, which led to the publication of the PhD in 2020, which was called the Impacts of Academic Events. And it was a PhD study that explored the impacts from congresses in Copenhagen. And some of the findings of the PhD program is listed up here.

And of course this is the short version because such a PhD program is huge and this is just like a Little outtake from the study. And the first one is that events probably generate more value than the direct tourism value. But some of the examples could be knowledge exchange, scientific networking and research. And all these things are not measured when we are measuring the direct tourism value. So that was just one of the things that was found in the PhD. And then also when it comes to the wording, impacts are discussed under several headings like legacy benefits, beyond tourism, intangible impacts. So it's like different how people, they talk about impacts and legacy. And then when we come to the measurement, it was no surprise that extended impacts are really difficult to measure.

So it was also one of the findings that some of you are definitely aware of. And then lastly the researcher, he suggested that wonderful Copenhagen should start working strategically and more systematically with extended impacts from congresses and events. So since then, that's what we have been doing under Copenhagen Legacy Lab. And quickly, the why, the what and the how is why we do it is because we want to position Copenhagen as a leading destination working with event impacts and legacy, and that can hopefully help us win more bids. That's actually what we can see because we are seeing that some of the associations that are hosting their congresses, they are really more and more interested in collaborating with us around impacts and legacy. So this is like one of the main factors is that we can actually win more bids.

And then another reason is that we also want to strengthen and showcase Danish expertise. We have some strongholds like Green Transition, so we can use these congresses to lift, for example, the wind industry. And we also have a strong life science sector, so maybe we can support some of the companies like Novo Nordisk or other companies that you know about. And also technology is another stronghold that we really try to lift when we host these congresses. And the last thing is that we also want to maximize the value creation from academic events and sports events in Copenhagen, because we really think that these occasions are great platforms to create some valuable projects, which I will come back to.

And just to give you a few examples of what we think that congresses and events can be used for, they can be used to attract investments. So for example, could we use a congress to connect investors with high potential startups and scale ups? We could use congresses and events to inspire students. So, for example, could we encourage young students to pursue a career within cybersecurity? Could be another example. We have also tried to use some conferences to influence policies. Last year we had a conference around AMR Antimicrobial Resistance. And we tried to use the occasion to actually focus on what is it that we need when it comes to legislation? So it was just a brilliant moment to do it when we have all the researchers in the same place and we had the connection to the politicians.

It could also be that some of the life science congresses could be used to invite some of the patients inside and make sure that they get the latest knowledge on their diseases. So that's also what we have done when we had a congress that was around multiple sclerosis. So we had 300 patients into the congress. Another example is that we have also tried to use some of the congresses to attract talents. So when we have these students focusing on specific themes, they are in the city, then maybe we could attract a few of them that would be like of high value of some of the companies and research hubs in Copenhagen. And then maybe just one last example could be that sometimes these events also gives us an opportunity to start new initiatives.

So next week in Copenhagen we have the World Road Running Championships. So the world championships on the half marathon distance. And we have actually six months before, created a new running team for people with dementia that has been training towards this championships. So now they are also part of it. And that's just another example. So that was a little bit about the why and why we're working with Legacy in Copenhagen. And today we are three full time employees of Copenhagen Legacy Lab. We are Gerda-Marie Rist, she is the head of Copenhagen

Legacy Lab and she is only focusing on the congresses. Then there is myself. I'm working in a split position between sports events and also congresses. And then we have Frida, which is also focusing on congresses.

So as you can see, most of our time is spent on the academic events, but we also working with the sports events. So just to be clear around it, and as Hany mentioned, we have worked with 20 congresses since the lab started in 2020 and eight sports events. And we have mobilized more than hundred stakeholders across different sectors. So it could be private companies, academia, it could also be governmental stakeholders that we have given a chance to become part of these projects that we have been running. And actually this has ended up in around 45 legacy activities. So some of the congresses we have had more than just one activity. We have had like two tracks or three tracks. Yes.

And one thing that I'm actually quite proud of is that today we are funded by the municipality and we are also getting funding from something that's called Meeting Place, which is a destination network consisting of some of the venues the restaurants and the hotels in the city. And the reason why they do it is that because we are attracting more business to them. So if we can use Legacy and Impact to attract more business, then we can actually get a little bit of funding from them. And lastly, we're also getting funding from the Ministry of Industry, Business and Financial Affairs. And just I really hope that I can give you some kind of an operational approach to working with Legacy.

But just to go up a little bit strategically, we are also trying to support some of the local and the national strategies in Copenhagen. So I don't want to go into the specifics here, but just to say that we are trying to align our initiatives with the strategies you see up here now to the how. So how is it that we are working with Legacy? Over the years we have developed a seven step model which is quite similar to theory of change and all these kind of things. But basically it's built around three phases or three steps in the planning phase. And then we have the execution where we are actually delivering the activities that we talked about. And then the evaluation phase where we measure outputs, outcomes and impacts.

And when it comes to measurement, I think it's important that we say that this is just measuring the specific projects that we are running related to the congresses and events. So the more broad evaluation is actually Lone. She is doing the overall assessments of data in wonderful Copenhagen. But we are trying to evaluate on our specific legacy initiatives. And here you can see it just folded out a little bit with its little description on the before, during and after.

And here you can also see that the step one is strategic alignment. And that's actually one of the steps that I want to touch on a little bit because I think it's really important that we build these different activities on a strong alignment. And that's an alignment that we spend a lot of time on in the beginning is can we maybe build a legacy project together with the associations behind the congresses? And then we are of course in charge of the priorities of the city. And then actually there's also sometimes that the local hosts behind the congresses or the event is having some specific agendas that they want to touch on. So in the beginning of a project we really try to have this communication with the different stakeholders to see can we find somewhere in the middle where we all have the same interests. And for example, with the running team that I mentioned, then the event wanted to involve vulnerable groups into the running events, and we have a focus that we want to become a global leader in dementia research and prevention and the World Athletics, they wanted to make running accessible to everyone. So that's just an example of the alignment when we can, that creates some kind of a foundation that we can build a legacy project upon. So that was the basis of the running team that we started six months ago. And then I've been touching on this project, but I think it would be nice touch on the evaluation. But now that we have it next week, I don't have a lot of data that I can show you already, but I can tell you how we are going to evaluate on this running team. The first goal is that we want to continue the team two years after the event itself. So the running team that we have created, it's super important that it's just not something that closes after the event next week.

But in 2028, we hope that we have got enough funding so that we can have a running team also two years after. So again, this is just to give you an example of that. We do this case by case where we set up these goals before the projects are executed. And the second goal is that we also want to inspire to three similar initiatives. So during this six months we have also summarized our key learnings and they will be shared after the event with some of the other athletics federations in Denmark, but also with World Athletics. And then we are also planning some visits from the government which will be scheduled. So when they are coming to World Road Running Championships next week, they will hear about our running team. Yes. And here is an example from one of our Life Science congresses.

It was two big life science congresses where we saw a potential to attract investments to the life science scene in Copenhagen. So what we did is that we merged the two congresses and then we hosted a Health Innovation Week as the umbrella. And then under Health Innovation Week, we had a high level VIP reception at Danish Industry where we brought together 250 industry professionals. And it was a great chance for some of the Danish startups to meet foreign investors. And then a few weeks after, we had a delegation where 30 delegates from investment firms, they could come to Copenhagen and see our new innovation district. So again it was just because they were here in Copenhagen to visit the congresses. But then we could also give them the opportunity to see the innovation district, but also to meet some of the startups.

And how we are going to evaluate on this is that we want to see after two years that we have secured a minimum of 2 million by 2028. And after three months, we can see that we have raised half a million over the first three months. So that's pretty nice. We're also going to see if we can initiate three new investments projects after two years. And that's also something that is still to be seen if we successfully do it. And lastly, we want to continue this Health Innovation Week. So it was just not a one off, but something that we are also hosting in 2027 and 2028. I have a lot of other cases and I would love to stay here longer and speak much more, but I think that the time is running and to respect your time, I think we will stop here.

Questions & Answers

Question 1:

We also try to acquire conventions and we have a small legacy project that we're also trying or we have set up. However, one of the difficulties and challenges that we're facing is, well, there are multiple, but not only capacity, but the measurements of impact. Because you said that obviously there's output, outcome and impact. How do you structure the planning of the event that you can actually measure the impact and not only the outcome or the output?

Answer:

It's a great question. And of course the measurement part is such an important thing when we are talking about impact and legacy. But what we can see is working for us from my personal standpoint is that if we have a discussion around how is it that we are going to measure this initiative after two years, then it becomes easier for us. So we do this case by case. And when we are talking about attracting new investments, of course, then we try to set up like a specific goal after two years. And then we actually can see did we achieve this goal or did we not achieve this goal? So that's like a way to make it more simple. And we distinguish between outputs, outcomes and impacts, where the output is actually the direct result. So how many people participated in this event?

And then the outcome is that when these people they have met, then has it led to like ongoing dialogues after some time. So that's the change behavior. And then when the change behavior that these people have met each other and they have continued these discussions, it can lead to investments, then that's what when we call it impact. So that's just to give you like the three steps of outputs, outcomes and impact. But again, we do this case by case and we try to set up specific goals for each project.

Question 2:

Regarding that final stage, the intake, which is of course when you want to create change, the most important one, how do you deal with the aspect of like that weight, where the impact might also have happened without your event? Do you have like a correcting factor for that or you don't take that into account when you try to calculate the impact after two years or wherever you do? Could you try to reframe the question a little bit just to make sure?

Because the impact might also have happened without your event, your conference. Do you take a correcting factor into account when you measure that final impact or how do you do it?

Answer:

Also a good question, because some of these things can happen like randomly or without our intervention.

But when we for example, create this running team, then we can, if this specific running team is still live two years after, then we can see that it was probably due to our intervention. So I think also if we take the examples of the investments, then we can actually see who met each other at this event that we created. And are these two people that met, have they done some collaboration afterwards? Then it's probably also because of our intervention. But of course there will always be uncertainty involved when we are talking about impacts and legacy. But we try to make sure that we can track it back to our intervention. And then of course, another thing here is that it's important how we communicate it so that we say this is what we did and this is the result.

But we can never say for sure that it was 100% due to our intervention. So our policy is to be quite transparent of this is what we did, this is our results and this is what has happened. And then in the end that's the furthest I think we can go. Maybe one question with this alignment and the three steps, because it looked very convincing and very cool with the example, the running example. And I think also, I really love these examples where this integration and this holistic thing works. But let's say we have a little bit like an idea of the success rate. So because you need the other players, you try to engage them, but often this co creation, participation, you have a good idea, but still you struggle to make it work. You're 100% correct.

And it's not all the congresses that we're in dialogue with that become successful, but then we can actually we try to make sure that the ones where it will not make sense to like find out quite early so that we not spend a lot of time on these congresses where it's probably not worth it. And then also what I have learned is that the more precise we are from the very beginning, what is it exactly that we want to achieve together? Is it attracting investments which we are that clear in the beginning? Then it's also easier for the stakeholders to see if they should be part of this project or not.

Question 3:

Can I have a short follow up question? Is it always you having the ideas and you approaching somebody, or is it also the other way around that one of the other two dots come to you?

Answer:

It's not always our ideas. Sometimes it's our ideas. Sometimes when we are speaking with the researchers, we need to be a little creative and push them a little bit and say, maybe we could do this or could you imagine that we do something here or there? And for example, when we're working with Wind Europe, which is a big wind industry congress, then they have some ideas that they want to do open house to inspire parents that their kids should go like into STEM education or so it's a dialogue and sometimes it's our ideas.

For example, the running team, it was just my idea and I reached out to some of the Danish stakeholders and said, is this actually also relevant in a research? Does it make sense to make a running team for people with dementia?

And then they were, yeah, and that is actually like really healthy for them. And then I presented the idea to World Athletics and Sparta, which is the local hosts. So it depends on the project.

Question 4:

We also run some legacy projects but we're not so lucky as you guys that we have three persons working on legacy. So we have actually no one besides me. What would you advise a city or region, starting with this, how to approach it?

Answer:

One advice could be to be a little creative, try to also invite unconventional thinking into the project. So maybe like bring in these ideas and say, could you imagine or what if we did this or that? Or give some of the stakeholders a way into the congress. So if for example, you want to achieve something, then invite the stakeholders and say, could you see yourself in something like this? And then to do it together with them to define it. And then maybe also look at the existing frameworks and the existing cases, so you don't have to start like from scratch, because there's actually a lot of them. I know also that Visit Flanders, they've also been working a lot with Impact and Legacy. So maybe use some of their examples or their frameworks too, so that you can just build on it. It's a bit difficult for me to say what you should do, but for us it's important to do this case by case because in the beginning we tried to set up the same KPIs for each project. But it doesn't make sense, for example, to evaluate on talent attraction if we are creating a running team and if we're working with legislation and talent attraction is not such a good KPI, for example. So we do this case by case when with these projects that we are doing.

Question 5:

Short question is, what is your annual budget?

Answer:

Each year we do like four cases related to congresses and then two to three sports events. So that's seven projects each year. The budget, we have our resources. But we also ask the people that we are working with that they need to put resources into these projects. But we have a, I would say 50,000 for each project, Danish crowns. So that's to like create, like have enough resources to have a room. For example, if you want to host a legislative forum or doing a little case afterwards or something like that.

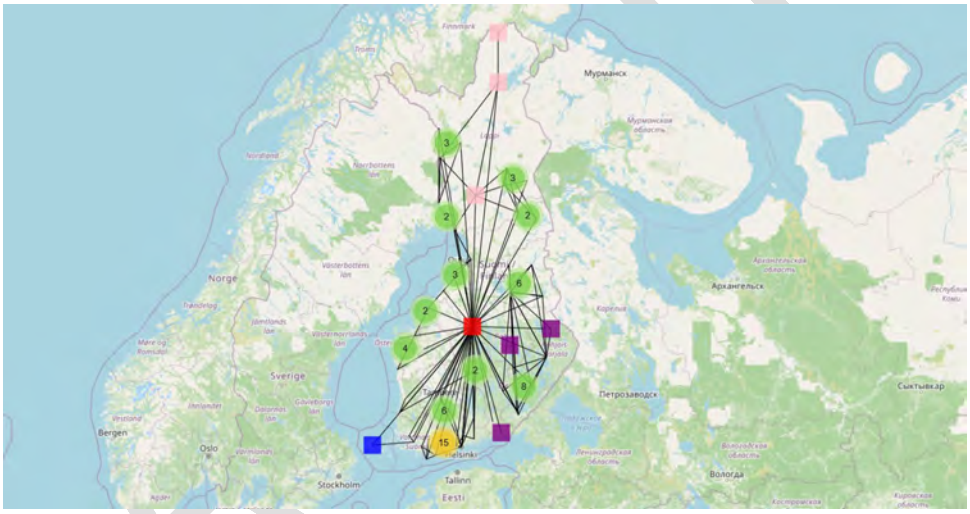
Matthew Dass – Tourism Economics

The Case for Impact Models in European Destinations

Unfortunately, due to a technical error, no transcript is available for this presentation. Apologies for the inconvenience.

Peng Yang – University of East Finland

Mapping the Hyperlink Networks of Finnish DMOs



Unfortunately, due to a technical error, no transcript is available for this presentation. Apologies for the inconvenience.