

Webinar “Better together Improving tourism through a collaborative approach to effective governance”

24 April 2025, 15.00 – 16.30 CET

Webinar Summary



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Transition pathway for EU tourism

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Introduction

Scope and objectives of the webinar



Target audience

National, regional and local authorities, DMOs, industry associations and businesses in the tourism sector, with a focus on SMEs, academia, non-profits and any other tourism stakeholder interested in the topic.

Scope and objectives

Some want more, some want less, but all destinations want better tourism. Its benefit should be maximised and shared more widely, and there should be effective mitigation to minimise negative impact. The political and practical obstacles are familiar. What are the pre-conditions for progress?

This webinar aims to illustrate the opportunities arising from a collaborative approach to destination development and governance. Examples range from good practice sharing alliances, projects and pilot programmes to inter-departmental co-ordination and creative public-private sector dialogue.

We will also explore some of the problems: how does 'tourism policy' interact with culture and transport, housing and retail, licencing and tax? Where does regulatory competence sit: national, regional or local? How do we build consensus about what good looks like - a destination's vision for success - and the strategy and support for its implementation.

From funding to fostering good practice, what role can or should the EU play?

Expert panellists will explore these questions and share insights from the perspective of government and DMOs.

Agenda

Welcome and introduction

15:00 - 15:10

- **Moderator:** Tim Fairhurst, Director General, European Tourism Association - ETOA
 - Opening remarks from **Andreea Staicu**, Head of Sector, Tourism, DG MOVE, European Commission
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Collaborative governance in tourism: Case Studies and Success Stories from Destinations

15:10 - 16:00

- **Daniela Kolesa**, Director Destination Management, Vienna Tourist Board (Austria)
 - **Nollaig Fahy**, Tourism Innovation Manager, Dublin City Council Culture Company (Ireland)
 - **Lukasz Wysocki**, President of the Board, Gdansk Tourism Organisation (Poland)
 - **Vincent Nijs**, Chief Strategist, Visit Flanders (Belgium)
 - **Alexia Panagiotopoulou**, Destination management and networking strategist - Greater Athens/Attika Region (Greece)
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16:00 - 16:20

Roundtable discussion and Q&A

Closing remarks

16:20 - 16:30

- Wrap up by the moderator
 - Next steps by Vangelis Panayotis, Chair of the T4T Skills and Resilience Subgroup
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Webinar “Better together: Improving tourism through a collaborative approach to effective governance”

Speakers



Moderates:

Tim Fairhurst
Director General,
European Tourism
Association - ETOA



Andreea Staicu,
Head of Sector, Tourism,
DG MOVE,
European Commission



Daniela Kolesa
Director Destination
Management
Vienna Tourist
Board)



Nollaig Fahy
Tourism Innovation Manager,
Dublin City Council Culture
Company



Lukasz Wysocki
President of the Board
Gdansk Tourism
Organisation



Vincent Nijs
Chief Strategist
Visit Flanders



Alexia Panagiotopoulou
Destination management
and networking strategist -
Greater Athens/Attika Regio



Vangelis Panayotis
Chair of the T4T Skills/
Resilience subgroup

**Transition pathway
for EU tourism**

Webinar in numbers



202 Registrations



104 Participants

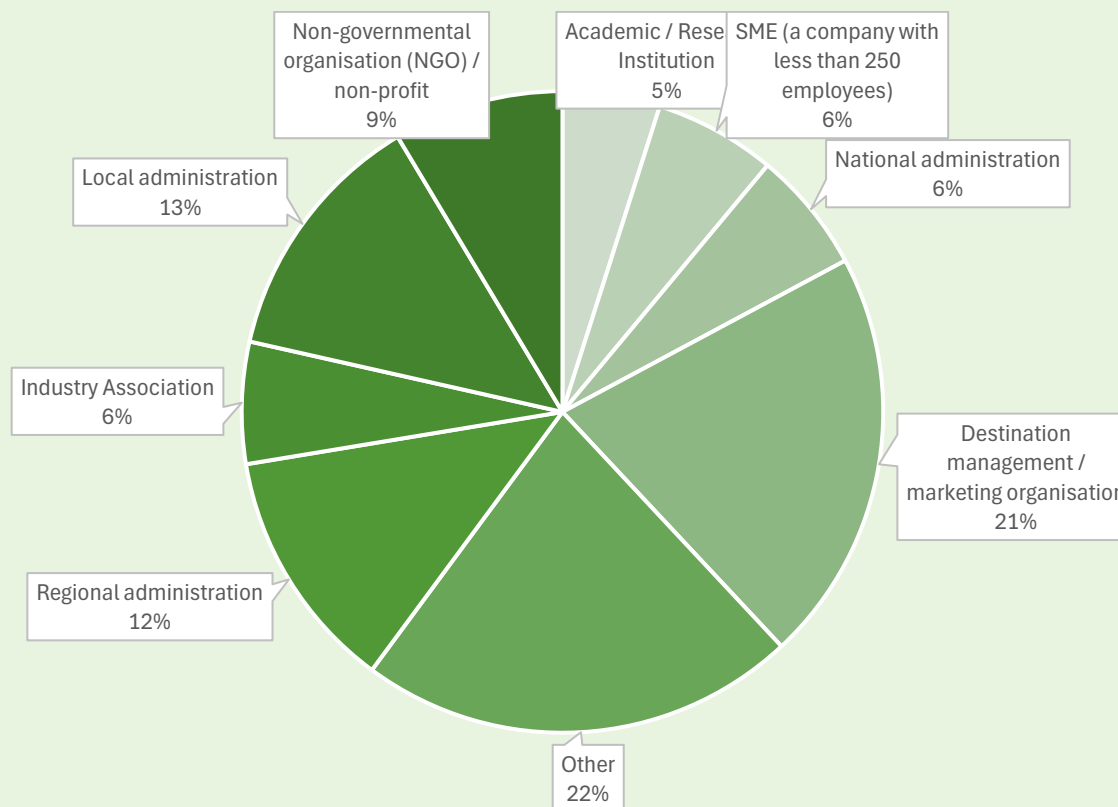


Participants from **16 EU MS** and **1 non-EU** countries



7 Speakers

Participants' Organisations



Results of the post-webinar survey



100% of the respondents were very satisfied/satisfied with the webinar.



92% of the respondents found that the webinar provided useful information.



100% of the respondents feel that they have obtained a better understanding and knowledge of the topic after attending.

Key discussion points (1/2)

Representatives from the **European Commission, Vienna Tourist Board, Dublin City Council, Gdansk Tourism Organisation, Visit Flanders and Region of Attica** discussed the following:

1

Session 1: “Collaborative Governance in Tourism: Case studies and success stories from Destinations”

- At the beginning, Andreea Staicu, Head of Sector at the European Commission, **discussed opportunities arising from a collaborative approach to destination development and governance**. The integration of tourism policy with other policies such as transport, culture, and housing was emphasised. Moreover, the EU's role in promoting competitiveness, exchanging good practices, and regulating aspects of the tourism ecosystem was highlighted. The upcoming strategy for tourism and the importance of stakeholder consultation were mentioned.
- Daniela Kolesa, Head of Destination Management in Vienna, shared **Vienna's approach to tourism strategy, focusing on collaboration and governance**. The stakeholder process initiated in 2018 involved over 500 stakeholders to develop a common vision for tourism. Transparency, shared responsibility, and mutual trust were emphasized in achieving sustainable tourism. The role of the Sustainable Tourism Observatory in monitoring and prioritizing action programs was highlighted. The importance of resident sentiment and the destination stewardship approach were discussed.
- Nollaig Fahy, Tourism Innovation Manager for Dublin City Council, **presented Dublin's collaborative model for tourism management**. Leadership, entrepreneurial spirit, and funding were identified as key factors for success. Innovative projects such as the Open Discovery app and the Dublin Portal were highlighted, enhancing visitor engagement and promoting Dublin as a smart tourism destination. The significance of multi-stakeholder collaboration in developing and implementing tourism strategies was emphasised.
- Lukasz Wysocki, from Gdansk, **discussed the importance of tools and data in tourism management**. The success of the resident card project, which engaged over 350,000 residents, was highlighted. Collaboration between local government, businesses, and residents was emphasized to create a sustainable tourism ecosystem. The role of the citizen card in promoting tourism and enhancing the city's brand was discussed. The importance of data in shaping tourism strategies and engaging citizens was stressed.
- Vincent Nijs, from Visit Flanders, **shared insights on the region's vision for tourism as a positive force for societal change**. A holistic approach to tourism, considering the well-being of residents, visitors, businesses, and the place itself, was emphasized. The significance of long-term policymaking, open communication, and collaborative measurement of tourism impact was highlighted. The role of networks such as NextTour in sharing knowledge and best practices was discussed.
- Alexia Panagiotopoulou, from the Attica Region, presented **the region's strategy for sustainable tourism growth**. The importance of enriching and diversifying the tourism portfolio, promoting cultural heritage, and supporting local entrepreneurship was emphasized. Positive resident sentiment towards tourism and the need for infrastructure investment to manage visitor flows were highlighted. The role of public consultation and collaboration in achieving the region's tourism objectives was discussed.

Key discussion points (2/2)

Representatives from the **European Commission, Vienna Tourist Board, Dublin City Council, Gdansk Tourism Organisation, Visit Flanders and Region of Attica** discussed the following:

2

Session 2: “Roundtable discussion”

During the roundtable discussion the following key discussion points emerged:

- Effective tourism governance necessitates collaboration across various sectors, including public and private entities, cultural institutions, and local communities. Building networks and fostering transparency are essential for mutual trust and shared responsibility.
- Understanding and measuring resident sentiment towards tourism is crucial. Positive resident sentiment can be maintained through transparent communication, involvement in decision-making processes, and ensuring that tourism benefits the local community. Initiatives such as resident sentiment surveys and public consultations are vital.
- The use of data and tools to measure and manage tourism impacts is vital. Data helps in making informed decisions, demonstrating the value of tourism to stakeholders, and addressing challenges such as over-tourism and infrastructure needs. Tools like resident cards and tourism observatories provide valuable insights.
- Developing a long-term vision for tourism that aligns with broader societal goals is necessary. This vision should be created collaboratively with stakeholders and should survive changes in political leadership to ensure continuity and stability. Policies should focus on sustainable growth and balanced tourism.
- Integrating cultural heritage and local traditions into tourism strategies enhances the authenticity of the destination and promotes social cohesion. Cultural events and initiatives can serve as effective tools for public engagement and tourism promotion, ensuring that tourism development benefits both residents and visitors.

Conclusions and next steps

Conclusions

1	Ensuring that tourism development does not compromise the quality of life for residents is a key aspect of sustainable growth. Infrastructure investments are necessary to support tourism and manage visitor flows effectively.	
2	Building networks and fostering transparency are essential for mutual trust and shared responsibility.	
3	Utilizing data and analytics to inform tourism strategies and measure impact is vital. This helps in making informed decisions and demonstrating the value of tourism to all stakeholders.	
4	Leveraging technology, such as digital apps and AI, can enhance visitor experiences and streamline tourism management. Innovative projects can attract more visitors and improve overall satisfaction.	
5	Promoting local culture and traditions within tourism strategies enhances the authenticity of the visitor experience and supports local communities. This includes integrating local art, gastronomy, and heritage into tourism offerings.	
6	Investing in infrastructure improvements is crucial for managing visitor flows and enhancing the overall experience for both tourists and residents. This includes urban regeneration projects and transportation enhancements.	

Next steps

1	Continue to build and strengthen relationships with all stakeholders, including local governments, businesses, cultural institutions, and residents. This involves regular consultations and collaborative decision-making processes.
2	Develop and promote tourism products that highlight local culture and traditions. This involves integrating local art, gastronomy, and heritage into the tourism offerings to create authentic and enriching experiences.
3	All stakeholders in the tourism sector should connect to the EU Tourism Platform to access resources, participate in discussions, and stay updated on EU tourism policies, fostering a collaborative environment.

Thank you!

The document has been prepared for the European Commission in the context of the project “Transition Pathway Stakeholder Support Platform: Implementation for Tourism Ecosystem” (the Project) in accordance with the signed contract No EISMEA/2022/OP/0018. This report reflects the views and results of the workshop discussion between the tourism stakeholders and do not necessarily represent the views of the European Commission. The action recommendations, however, do not necessarily represent the position or endorsement of all stakeholder groups nor the position of individual Member States or the European Commission.