

Winter Academy

# TUNNA

Tourism management  
for **UNESCO** designated  
sites in **Natural Areas**

24-29 November 2019

Trento & Dolomites World Heritage Site  
ITALY



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### Organizers

Autonomous Province of Trento  
tsm-Trentino School of Management  
OECD Trento Centre for Local Development  
OECD Tourism Committee  
UNESCO Dolomites Foundation

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### Partners

MUSE-Science Museum  
Trentino Marketing  
UNESCO Office in Beijing

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### Steering Committee

Gianluca Cepollaro  
Director tsm | step School of Territory and Landscape  
Paolo Grigoli  
Director tsm | smtc School of Tourism and Culture Management  
Filippo Lenzerini  
Expert and Consultant for Sustainable Development Projects  
Marcella Morandini  
Director UNESCO Dolomites Foundation  
Paolo Rosso  
Policy Analyst and Capacity Building Officer at OECD  
Jane Stacey  
Head of Tourism Unit, OECD

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### Organizing Team

Alessandro Bazzanella  
Course Coordinator, tsm | smtc School of Tourism and Culture Management  
Elisa Campestrin  
Research Assistant, OECD Trento Centre for Local Development  
Mariangela Dalfovo  
Course assistant, tsm | smtc School of Tourism and Culture Management  
Paola Flor  
Communication & Organization, tsm | step School of Territory and Landscape  
Filippo Lenzerini  
Advisor

## Presentation

The OECD Trento Centre for Local Development, in co-operation with the OECD Tourism Committee, the Autonomous Province of Trento, the tsm-Trentino School of Management and the UNESCO Dolomites Foundation are pleased to announce the first edition of

**T.UN.NA**  
**TOURISM MANAGEMENT FOR UNESCO DESIGNATED SITES**  
**IN NATURAL AREAS**

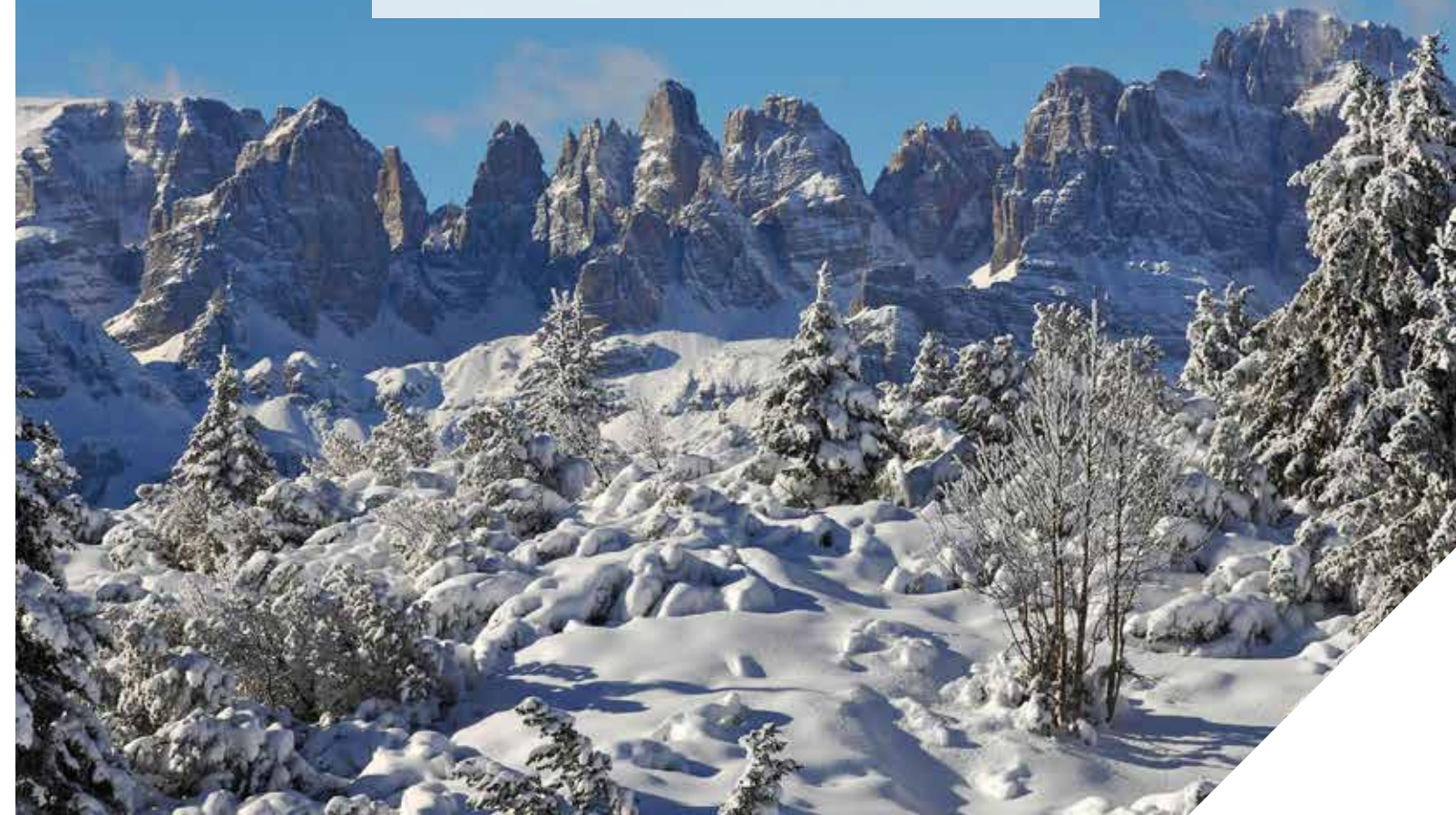
that will take place from Sunday 24 until Friday 29 of November 2019 in Trento and the **Dolomites World Heritage Site**, Italy.

## A learning environment for managers and professionals of natural areas

The Winter Academy **T.UN.NA** offers training for policy makers, managers and professionals actively engaged in managing tourism in natural sites listed under one of UNESCO programmes (World Heritage, MAB Man and the Biosphere, Global Geoparks). The participation is open also to those who work in natural areas outside of these programmes.

At the end of the course participants will:

- ▶ Acquire a deeper understanding of tourism management in natural areas;
- ▶ Learn how to implement effective solutions to the problems of unbalanced tourism development in natural areas;
- ▶ Develop expertise in putting in place effective strategies to drive the change towards sustainable goals within natural and protected areas.



## Objectives

The main aims of the Winter Academy T.UN.NA are:

- ▶ To create an intercultural, international environment to share, compare, evaluate ideas and experiences around tourism management in the natural areas designated UNESCO sites;
- ▶ To set a common interpretation language to evaluate and discuss participants' case studies as well as projects and local practices aimed at promoting tourism in a more sustainable way;
- ▶ To analyse the sustainable value-creation processes of nature-based tourism;
- ▶ To foster networking and debate around relevant case studies and best practices from the Trentino Alto Adige–Südtirol region (Italy) and across OECD;
- ▶ To promote online and offline social networks among participants and experts, both during and after the course, in order to exchange knowledge, practical experiences and work methodologies on tourism, sustainability and local development;
- ▶ To experience the Dolomites UNESCO World Heritage as a “live stage” for the innovation of public policy supporting sustainable tourism development.

## Methodology: sharing ideas under a strong conceptual framework

The Winter Academy fosters a hands-on approach, which introduces participants to the overall conceptual and theoretical framework around the big challenges of sustainability and tourism and invites to work proactively and in creative ways.

The programme includes lectures, on-site visits and group work sessions in order to allow participants to consider practical examples and to engage with issues and dilemmas often faced by their organisations and institutions.

Everyday, international experts will bring powerful insights and state-of-the-art projects, with a substantial amount of time allocated to discussion and debate in order to generate and share knowledge. The Academy promotes a lively “community of practice” that allows participants to contribute to a collective intelligence through the exchange of experiences and ideas.

The case studies provided by participants in the application process are a fundamental part of the learning experience. Over three working days, all cases will be presented in different thematic sessions and analysed during facilitated group work sessions (**Learning Lab**). In the lead up to the Academy, T.UN.NA tutors will provide experienced coaching and support to participants in order to prepare effective case study presentations and group work sessions.

The Winter Academy is a unique opportunity to take advantage of powerful insights from international experts and develop one's own project with the support and advice of fellow practitioners and experienced staff.

## The framework: megatrends and changes that affect tourism and environment

The Winter Academy T.UN.NA will introduce methods, tools and practices of tourism management related to sites characterised by high natural interest, focusing on the following **megatrends**:

### DIGITAL TRANSFORMATION

is radically changing the tourism industry, affecting interaction dynamics, communication and information strategies.

*What kind of opportunities and threats does digitalisation imply in the conservation and development of natural sites?*

### CLIMATE CHANGE

will substantially affect the natural areas on a global scale.

*How is tourism management approaching this changing reality?*

### GLOBAL DEMOGRAPHIC EVOLUTION

also affects the offer of tourist services.

*How are UNESCO designated sites in natural areas getting ready to face the challenges of demographic change?*

During the Winter Academy T.UN.NA, international experts will tackle these **megatrends** focusing on the context of the Dolomites area, in order to establish a crucial connection between global challenges and possible local solutions provided by tourism stakeholders and local communities.

## Main topics and three dilemmas of the sustainable development of tourism

Tourism development in natural areas poses some new challenges. During the Winter Academy these challenges will be approached through the lens of **three main dilemmas**.

### #1 Private vs public

Nature is a common good. Everyone has the right to enjoy it. But what is the best way to protect nature and, at the same time, to make it more accessible? The economic theory provides two approaches: public vs private management. However, many success cases around the world also suggest a third way to manage the natural good, which is somewhere in the middle between the private and the public and takes the best from the two approaches.

### #2 Openness vs closure

The right to nature is present in many national constitutions. Nature is a source of health and well-being and the importance (and value) of nature is growing due to its scarcity in urban areas, where more than half of the world's population lives today. Natural areas are more and more accessible today, thanks to infrastructures and technological innovations that help people experience nature as never before. But natural areas are under threat: the more accessible they are, the more exposed they are to crowds, pollution, traffic, noise. Some sites opted for the strict regulation of tourist flows, while many others tried to maintain a free and open access.

### #3 Consumption and use vs experience

How to value a natural site? This important question drives the choices of public and private operators that manage natural areas. We can exploit a forest by cutting down all the trees, or by building some luxury resorts, but what remains for future generations? Is it only the current financial flow that determines the success of a tourism project or should we consider some other factors? How can we ensure sustainable development without compromising the natural resource itself? How should we design tourism development to find a balance between present and future stakeholders?

The challenges of the present, the vision for the future, global trends, accessibility, the environment are all crucial issues that need to be considered and discussed to ensure quality and sustainable management of Natural Areas. The Winter Academy T.UN.NA on Tourism Management for UNESCO designated sites in Natural Areas in Trento and the Dolomites was devised to address these challenges.



# Winter Academy

## Information

The Winter Academy is an **itinerant training programme** which will be organised across different sites of the **DOLOMITES UNESCO NATURAL WORLD HERITAGE SITE** in order to ensure a full immersion in the natural areas. <http://www.dolomitiunesco.info/>

### Working Language

All sessions will be conducted in English.

### Dates & Venues

The Winter Academy will take place on **24-29 November 2019** in Trento and the Dolomites, UNESCO World Natural Heritage Site, Italy.

### Applications

In order to apply, candidates must complete the application form online at <http://oe.cd/tunna> by Sunday 20 October 2019 23:59 CET .

Applicants must also provide:

- ▶ Personal and professional information.
- ▶ Motivations for participating in the Winter Academy.
- ▶ A case study (project, programme or initiative, which is currently being implemented or has concluded within the last 5 years and is directly related to the candidate's professional experience).
- ▶ CV in PDF format.

### Selection

The evaluation committee will carry out the selection process considering all information provided in the application form including the case study and CVs.

The selection process will be finalised by Friday 25 October 2019.

The maximum number of participants is 35.

### Admission Fee

Selected candidates will need to complete enrolment by filling in the enrolment form and paying the **admission fee of EUR 500**.

The admission fee includes:

- ▶ The **participation** in the Academy.
- ▶ The **accommodation** from 24 to 29 November included in 3\* or 4\* hotels.
- ▶ **Full board** during the course days.
- ▶ **Transportation in Trentino** during the week.

The transportation costs to and from Trento are not covered by the organisation.

Participation will be confirmed once the organizers receive the admission fee, no later than Thursday 31 October 2019.

*Five full scholarships for participants under 35 are available. Please contact the organisers if interested.*

## Contact us by telephone or email

### OECD TRENTO CENTRE FOR LOCAL DEVELOPMENT

Elisa Campestrin | T. +39 0461 277600 | [elisa.campestrin@oecd.org](mailto:elisa.campestrin@oecd.org) | [www.trento.oecd.org](http://www.trento.oecd.org)

### TSM-TRENTINO SCHOOL OF MANAGEMENT

Paola Flor | T. +39 0461 020028 | [paola.flor@tsm.tn.it](mailto:paola.flor@tsm.tn.it) | [www.tsm.tn.it](http://www.tsm.tn.it)

## Organizers and Partners

**The OECD Trento Centre for Local Development** is an integral part of the OECD (Organisation for Economic Cooperation and Development), whose mission is to promote better policies for better lives. The OECD facilitates a dialog among governments by comparing policy experiences, seeking answers to common problems, identifying good practices and working to co-ordinate domestic and international policies. The mission of the Trento Centre is to build capacities for local development in OECD member and non-member countries. The 2018-2020 vision combines an enhanced international role as capacity building provider for national and sub-national authorities on issues related to local development and a new development as a centre of excellence on issues related to spatial productivity. [www.trento.oecd.org](http://www.trento.oecd.org).

**The OECD Tourism Committee** analyses and monitors policies and structural changes affecting the development of domestic and international tourism since 1948. It provides policy-makers with concrete analysis of key challenges and policy responses that will shape tourism in the years to come. The Committee actively promotes an integrated, whole-of-government approach linking tourism to policies such as economy, investment, transport, trade, inclusive growth, employment, innovation, green growth, local development, SMEs and entrepreneurship. The Committee also supports work on tourism policy performance and evaluation through its tourism policy reviews. [www.oecd.org/cfe/tourism](http://www.oecd.org/cfe/tourism).

**tsm-Trentino School of Management** is a consortium composed of the Autonomous Province of Trento, the University of Trento and the Region of Trentino Alto Adige-Südtirol. tsm is committed to both training and applied research in the public and private sectors, with a particular focus on the Trentino economy. The core activity of tsm is to provide training courses to public sector stakeholders, main actors (i.e. the Autonomous Province of Trento), related organisations and companies. By creating a growth-friendly environment, tsm supports a development vision based on life-long learning principles. At the local level, tsm stands out as an integral part of a system improving skills in the public administration, and a reference point for training and research in the Autonomous Province of Trento. [www.tsm.tn.it](http://www.tsm.tn.it).

**The UNESCO Dolomites Foundation** is the single point of contact with the Italian Ministry for the Environment and with the UNESCO World Heritage Site Committee and its job is to encourage communication and collaboration between the local authorities that manage and administer, according to their individual regulatory frameworks, the territory recognized by UNESCO as a World Heritage Site. While the provincial and regional authorities each retain their own administrative and governmental powers according to current legislation, the Foundation plays a fundamental role in coordinating and harmonising management policies for the Dolomites property, with the aim of devising a common strategy. [www.dolomitiunesco.info](http://www.dolomitiunesco.info)

**The Autonomous Province of Trento** lies in the heart of the Alps, mid-way between two of the most highly developed areas in Europe: the Po valley and Bavaria. With its 530 thousand inhabitants and solid economic base, today Trentino offers levels of wellbeing and quality of life, which are among the highest in Italy and Europe. Trentino's special Statute of Autonomy, in force since 1948, grants the Autonomous Province direct legislative, administrative and financial jurisdiction in fundamental areas, including education, health, industrial policy, transport, the university and tourism and allows it to administrate 90% of direct and indirect income collected within the Province. [www.provincia.tn.it](http://www.provincia.tn.it)

## Winter Academy

# DRAFT AGENDA

24-29 November 2019

# TUNNA

Sunday  
**24.11**

# TUNNA

Day 1  
**Trento**

Tourism management for UNESCO designated sites in Natural Areas

### WELCOME

#### Afternoon

- 16.00-16.30 **Registration & Kick-off**  
Registration & welcome kit distribution
- 16.30-17.30 **Introduction to the structure and objectives of the Winter Academy T.UN.NA**  
Alessandro Bazzanella  
T.UN.NA Course Coordinator, tsm|smc School of Tourism and Culture Management, Winter Academy Facilitator  
Gianluca Cepollaro  
Director tsm|step School of Territory and Landscape  
Paolo Grigolli  
Director tsm|smc School of Tourism and Culture Management  
Filippo Lenzerini  
Expert and Consultant for Sustainable Development Projects, Advisor and Winter Academy Facilitator  
Paolo Rosso  
Policy Analyst OECD Trento Centre for Local Development
- 17.30-19.00 **Icebreaking Session**
- 19.00 **Welcome Dinner**

Trento  
OECD  
Trento Centre  
for Local  
Development  
Vicolo  
San Marco 1

**MEGATRENDS AND CHALLENGES FOR TOURISM AND THE ENVIRONMENT**

**Morning**

- 09.00-10.00 **Official Opening**  
**Welcome Address**  
Mario Tonina  
Vice President and Local Minister for Urban Planning, Environment and Cooperation, Autonomous Province of Trento  
Michele Lanzinger  
Director MUSE-Science Museum  
Alessandra Proto  
Head OECD Trento Centre for Local Development  
Maurizio Rossini  
Managing Director Trentino Marketing  
Sabina Zullo  
President tsm-Trentino School of Management
- Presentation of the Dolomites UNESCO World Heritage Site**  
Marcella Morandini  
Director UNESCO Dolomiti Foundation
- 10.00-10.15 **Introduction to the day**  
Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators
- 10.15-11.00 **Introductory lesson**  
**Managing UNESCO designated sites in natural areas: vision, collaboration, education**  
Philippe Pypaert  
Programme Specialist for Natural Sciences  
UNESCO Office in Beijing, People's Republic of China
- Quick Q&A
- 11.00-11.30 *Coffee break*
- 11.30-13.00 **Guided Tour MUSE-Science Museum**
- 13.00-14.00 *Lunch*

Trento  
MUSE-Science  
Museum, Corso  
del Lavoro e  
della Scienza 3

**Afternoon**

- 14.00-15.00 **Keynote Presentation**  
**Megatrends Shaping the Future of Tourism**  
Peter Haxton  
Policy Analyst Tourism Unit, OECD
- Debate*
- 15.30-17.00 **Group work Learning Lab**  
**How are megatrends affecting UNESCO designated sites in Natural Areas?**  
Participants will be divided in 5 groups to discuss the topics of the day based on personal and professional experience. Each group has a facilitator/tutor. At the end of the workshop, groups share their thoughts in an open debate (30 min).
- 17.00-17.30 **Conclusions and wrap up of the day**  
Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators
- 17.30 Bus transfer to Cavalese
- 19.30 *Dinner*

Trento  
MUSE-Science  
Museum, Corso  
del Lavoro e  
della Scienza 3

Trento/  
Val di Fiemme

Cavalese

**PUBLIC VS. PRIVATE**

Nature is a common good. Everyone has the right to enjoy it. However, what is the best way to protect nature and, at the same time, to make it more accessible? Many success cases around the world suggest a “third way” to manage the natural good, that is somewhere in the middle between the private and the public approach.

**Morning**

09.00-9.15 **Introduction to the day**  
Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators

9.15-10.45 **Problem setting**  
International experts illustrate their case studies focusing on how they deal with the topic outlined above and identifying the crucial challenges. Speakers explore the two sides of the dilemma providing interesting insights for the group work in the afternoon.

**Managing sustainability in a state natural park area - the public approach**

Borut Peric, Stojan Scuka  
The Škocjan Caves UNESCO World Heritage and Biosphere Reserve, Slovenia

**Case study regarding the private approach**

Guest to be announced

*Debate*

10.45-11.00 *Coffee break*

11.00-12.30 **Lectio Magistralis**  
**The collective use of forest resources: the commons in the Dolomites UNESCO World Heritage (\*)**

Annibale Salsa  
Anthropologist and expert of the Alps, he has taught Philosophical Anthropology and Cultural Anthropology at the University of Genoa. He was General President of the Italian Alpine Club (CAI) and President of the “Population and Culture” Working Group of the Alpine Convention. He is a member of the Scientific Committee of the tsm | step School for the Government of the Territory and Landscape and of the **Museum of the Uses and Customs of the Trentino People** and of the UNESCO Dolomites Foundation.

\* The lecture is in Italian with simultaneous English translation

*Q&A session*

12.30 *Lunch & transfer to afternoon location*

Cavalese

**Afternoon**

14.00-14.15 **Keywords from the morning and objectives for the afternoon**  
Short session led by Winter Academy facilitators

14.15-15.00 **Case studies presentation**  
Participants briefly present their case study (5 minutes presentation related to the topic of the day).

15.00-17.00 **Case study Learning Lab (2 sessions)**  
Case studies are the subject of the afternoon group work. Participants are asked to form groups – *learning labs* – around each of the case studies presented earlier. These facilitated groups can work on specific issues and challenges, analyzing the case studies and exploring the daily dilemma from different perspectives based on members’ experience and area of work. This can take place in two rounds depending on the number of case studies. At the end of the two sessions, groups share their findings and considerations in an open debate (30 min).

17.00-17.30 **Conclusions and wrap up of the day**

19.30 *Dinner*



**OPENNESS VS. CLOSURE**

Natural areas are in between private and public threat: the more accessible they are, the more exposed they are to crowds, pollution, traffic, noise. Some sites opted for the strict regulation of tourist flows, while many others tried to maintain a free and open access. Which is the best approach to guarantee sustainability?

**Morning**

08.00-9.00 Bus transfer to Val di Fassa

09.00-9.15 **Introduction to the day**  
Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators

9.30-10.30 **Study visit**

10.30-11.00 *Coffee break*

11.00-12.30 **Problem setting**  
International experts illustrate their case studies focusing on how they deal with the topic outlined above and identifying the crucial challenges. Speakers explore the two sides of the dilemma providing interesting insights for the group work in the afternoon.

**Limited or full accessibility to natural areas?**

**Some cases from Südtirol**

Renato Sascor  
Natural Parc Fanes-Senes-Braies, Italy

**The Nordic way to sustainable tourism in natural areas:  
nature enjoyment as a human right**

Johanna MacTaggart  
National Coordinator UNESCO Biospheres, Sweden

*Debate*

12.30-14.00 *Lunch*

**Afternoon**

14.00-14.15 **Keywords from the morning and objectives for the afternoon**  
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17.00-17.30 **Conclusions and wrap up of the day**

17.30 *Bus transfer back to Cavalese*

19.30 *Dinner*

Cavalese



**CONSUMPTION AND USE VS EXPERIENCE**

What factors should we consider to evaluate the success of a tourism project? How can we ensure sustainable development without compromising the natural resource itself? How should we design tourism development to find a balance between present and future stakeholders?

**Morning**

08.00-9.00 Bus transfer to Südtirol

09.00-9.15 **Introduction to the day**  
Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators

9.30-10.30 **Study visit**

10.30-11.00 *Coffee break*

11.00-12.30 **Problem setting**  
International experts illustrate their case studies focusing on how they deal with the topic outlined above and identifying the crucial challenges. Speakers explore the two sides of the dilemma providing interesting insights for the group work in the afternoon.

**Community based tourism in the Appennine mountains:  
the experience of living with the locals**

I Briganti del Cerreto, Italy

**The systemic management of a tourist destination:  
strategy, governance, product development, sustainability.  
The case of bike tourism in Dolomiti Paganella**

Luca d'Angelo  
Director Paganella Dolomites DMO, Italy

Paolo Grigolli  
Director tsm | smtc School of Tourism and Culture Management

Sabrina Pesarini  
Head of Digital Marketing, Trentino Marketing, Italy

*Debate*

12.30 *Lunch*

**Afternoon**

14.00-14.15 **Keywords from the morning and objectives for the afternoon**  
Short session led by Winter Academy facilitators

14.15-15.00 **Case studies presentation**  
Participants briefly present their case study (5 minutes presentation related to the topic of the day).

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This can take place in two rounds depending on the number of case studies. At the end of the two sessions, groups share their findings and considerations in an open debate (30 min).

17.00-17.30 Wrap up of the day

17.30-20.00 *Bus transfer from South Tyrol back to Trento. Stopping on the way to discover local products.*

20.00 *Dinner in Trento*

Friday  
**29.11**

**TUNNA**

Day 6  
Trento

Tourism management for UNESCO designated sites in Natural Areas

**CLOSING**

**Morning**

- 09.00-9.15 **Introduction to the day**  
Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators
- 09.15-10.30 **Keynote presentation**  
Peter Debrine (tbc)  
UNESCO World Heritage Centre, Paris
- 10.30-11.00 Coffee break
- 11.00-12.00 **Learning Lab: closing session**  
One last session of group work to unpack the last issues and insights and evaluate the week's experience. At the end of the session Winter academy participants share their conclusions
- 12.00-12.45 **Main results from the Winter Academy on Tourism Management for UNESCO designated sites in Natural Areas**  
Alessandro Bazzanella, Filippo Lenzerini  
Winter Academy facilitators
- 12.45-13.30 Certificate ceremony & Official closing
- 13.30-15.00 Networking lunch

Trento  
TSM-Trentino  
School of  
Management,  
via Giusti 40

Winter Academy  
**TUNNA**

Tourism management for UNESCO designated sites in Natural Areas

24-29 November 2019

**VENUES**

Trento  
OECD Trento Centre for Local Development  
MUSE-Science Museum  
tsm-Trentino School of Management

*Various locations in the Dolomites World Heritage Site*  
Val di Fiemme  
Val di Fassa  
Alto Adige-Südtirol

**INFORMATION**

OECD Trento Centre for Local Development  
elisa.campestrin@oecd.org | www.trento.oecd.org

tsm-Trentino School of Management  
paola.flor@tsm.tn.it | www.tsm.tn.it

@OECD\_local | @tsmtnit | @DolomitesUNESCO | @ProvinciaTrento

**OECD Trento Centre for Local Development**

Vicolo San Marco 1, 38122 Trento, Italy  
cftrento@oecd.org | www.trento.oecd.org

This event is part of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities activities.

The OECD Centre for Entrepreneurship, SMEs, Regions and Cities provides comparative statistics, analysis and capacity building for local and national actors to work together to unleash the potential of entrepreneurs and small and medium-sized enterprises, promote inclusive and sustainable regions and cities, boost local job creation, and support sound tourism.



This activity is part of the project "Valorisation of the territory through integrated management and communication actions by WHS Dolomiti UNESCO" supported by the Bordering Municipalities Fund.

With the support of



trentino  
marketing  
SOCIETÀ PER IL TURISMO