



# Creating and managing a sustainable destination

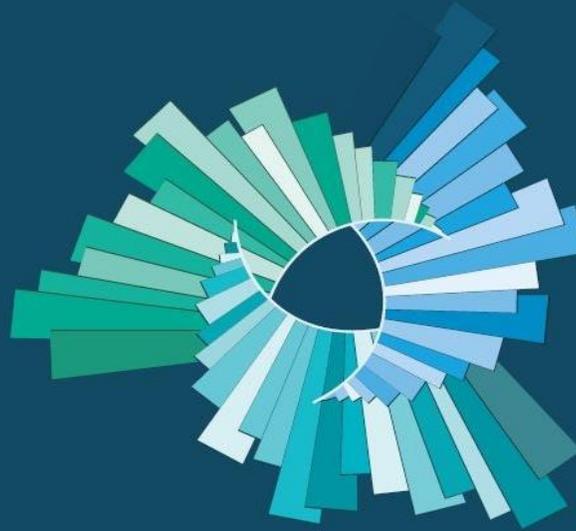
Presentation by Guy Bigwood, GDS-Index Managing Director  
Goyang, 22nd August 2019



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INDEX



Now I am the founder and Managing Director of the



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**Our Partners**



**Our Mission**



ASSESS



INSPIRE



EMPOWER

**SUSTAINABLE DESTINATIONS**



I live here



I love cycling



A wide-angle landscape photograph showing a person riding a motorcycle on a gravel road that leads into a deep valley. The valley is filled with dense green vegetation and is flanked by steep, rocky mountains. The sky is overcast with grey clouds. The text 'Exploring untouched nature' is overlaid in white on the right side of the image.

# Exploring untouched nature

# Understanding the world and its people



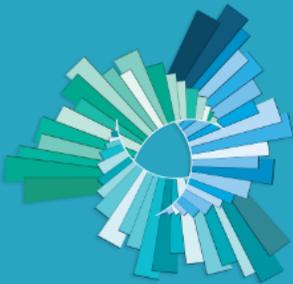
Understanding how we  
are changing the world



A large elephant is standing in a modern office meeting room, leaning its trunk over a table where a group of business professionals are seated. The elephant's trunk is extended towards the center of the table. The room has large windows in the background, and the floor is highly reflective. The text is overlaid in the upper right corner.

WE HAVE TO REDUCE  
CARBON EMISSIONS by

**45%** by **2030**

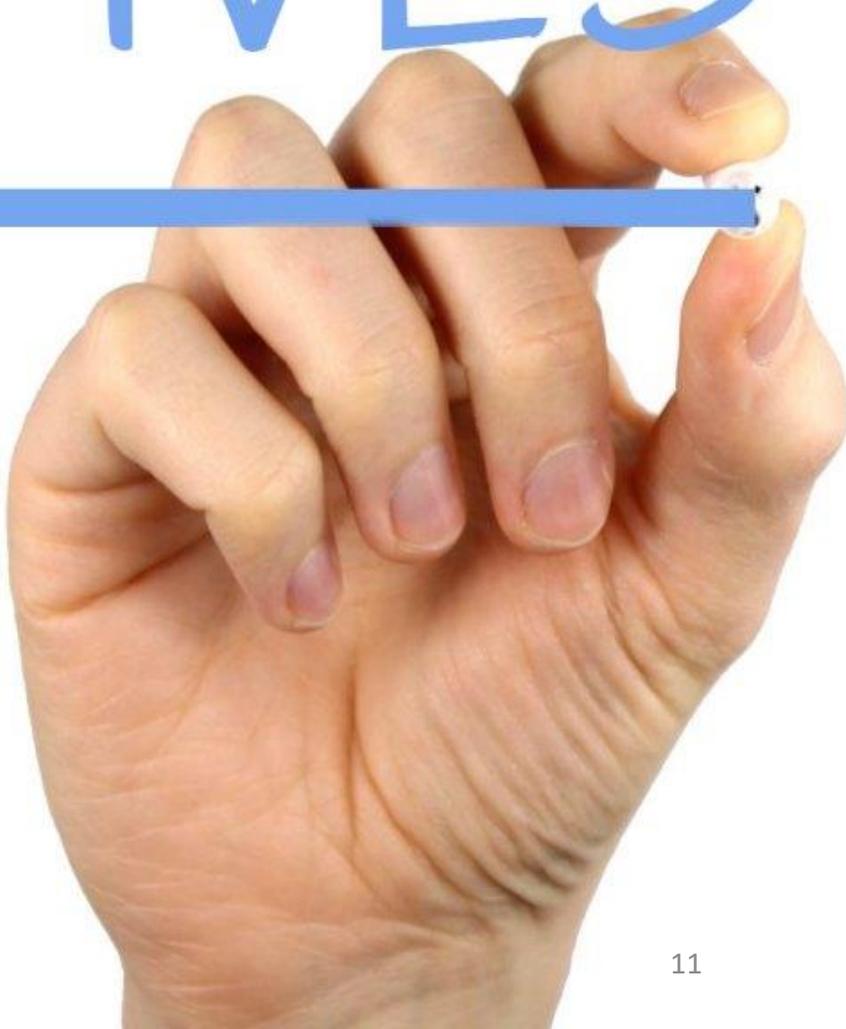


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# Creating and improving a destinations sustainability strategy



# OBJECTIVES



- 
- 1. EDUCATE**
  - 2. CO-CREATE**
  - 3. INSPIRE**
  - 4. HAVE FUN**

# Session Agenda

14:00 Introductions

14:15 What is a sustainable destination

14:30 Roadmap overview. Step 1: Forming the team

14:40 Step 2: Engaging stakeholders and creating a strategy

15:30: Break

15:45 Understanding and measuring impact

16:10 Step 3: Implementing Tactics for change

16:40 Step 4: Advanced and wrap up

17:00 Finish Day



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# STRATEGY

How can you create and improve  
your destinations sustainability  
strategy?



**What is a sustainable  
destination?**



# DEFINITION – What is a sustainable destination?

*"Sustainable Destinations are places that actively account for the current and future economic, social and environmental impacts of their events and tourism industry,*

*while engaging and listening to the needs of the host communities, visitors, the industry and the living planet.*

*They have collaboratively developed a long-term and regenerative vision,*

*and take the lead as stewards and catalysts*

*in making a **better place** to visit, meet, and thrive in."*



# DEFINITION – What is a sustainable destination?

*Measure economic, social and environmental impacts*

*Engage and listen to stakeholders*

*Co-develop long-term and regenerative vision*

*Lead as stewards and catalysts*

*make a **better place** to visit, meet, and thrive in*

# Case Study: Sydney

## Catalyzing collaboration



# SUSTAINABLE DESTINATION PARTNERSHIP



## Working together

to make Sydney a sustainable destination



<https://www.sustainabledestinationpartnership.com.au/>

### Who we are

The Sustainable Destination Partnership is a collaboration of hotels, backpacker hostels, serviced apartments, cultural institutions, entertainment venues and industry influencers working together to make Sydney a sustainable destination.

#### Single-use items

Working to reduce single use items in our businesses.

#### Food waste

Working to eliminate food waste and piloting a range of toolkits.

#### Sustainable procurement

Aligning supply chains with our sustainability objectives.

#### Shared measurement

Developing shared targets and indicators to measure our progress.

# Case Study: Sydney Destination Partnership

## Making Sydney a Sustainable Destination

2017-2022

Draft August 2017



A five-year plan for environmental sustainability  
in the accommodation and entertainment sector

The Sustainable Destination Partnership will work collaboratively to:

- improve the environmental performance of Sydney's accommodation and entertainment venues
- invest in renewable energy, recycled water, waste avoidance and management
- engage with regulators and governments on key environmental policy and regulatory issues



<https://www.sustainabledestinationpartnership.com.au/>

# Case Study: Sydney

## Footprint & set science based goals



### Hospitality Footprint

11% of the city's total GHG emissions



14% of potable water consumption



46% of the city's commercial waste

### Sector targets

City of Sydney has set bold targets for a 70 per cent emissions reduction by 2030, and net zero emissions by 2050.

**By 2022, sector targets are to:**

- Reduce emissions by 12%
- 0% increase in potable water use
- Divert 70% of waste from landfill.

**By 2030, goals are to**

- Reduce emissions by 23%
- Save over 9% of potable water
- Divert 90% of waste
- Save \$32million

# Example: Sustainable Destination Master Plan Framework



# The GDS-Index Destination Sustainability Roadmap



# Destination Sustainability Roadmap

3-5 Years

Step 1:  
Form

Step 2:  
Storm

Step 3:  
Norm

Step 4:  
Perform

# Destination Sustainability Roadmap

## El Capitan



# Destination Strategy Development: Step 1 - Form



# Action teams & governance

Core Project Team

Sustainability Strategy Taskforce

Sustainability  
Governance Committee  
(Governance)

Initiative Working  
Groups (ie. Food Vision,  
Social Lab, Hotels)

Event Teams  
Ie Major event or a  
specific Congress

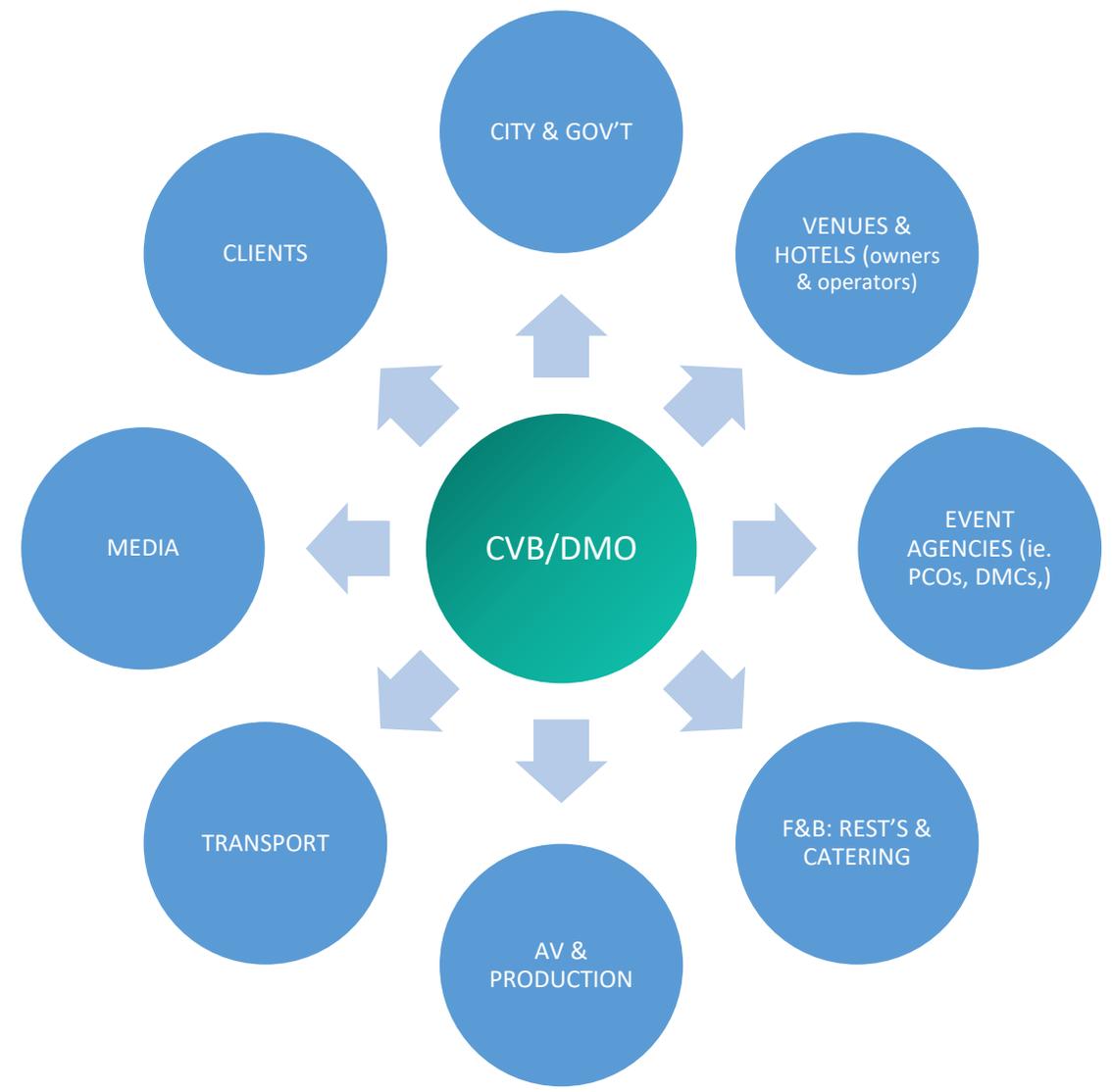
CVB/DMO  
Boards

GDS-  
INDEX  
TEAM



# Who is on the taskforce?

Work  
Wisdom  
Wealth



# Destination Strategy Development: Step 2 - Storm



# Benchmark and map your destination initiatives

- Sustainability Strategy
- Energy and Emissions
- Waste
- Air Quality & Transportation
- Green Areas
- Water



## City Environmental Performance



- Corruption
- Inclusiveness
- Gender Inequality
- Health and Wellbeing



## City Social Performance



- Hotels
- Airport
- Agencies (PCOs & DMCs)
- Restaurants
- Venues
- Academia



## Supplier Performance



- Destination Strategy
- Governance and Reporting
- Capacity Building & Incentives
- Marketing and Business Development
- Accessibility
- Community Engagement & Support



## Destination Management Performance

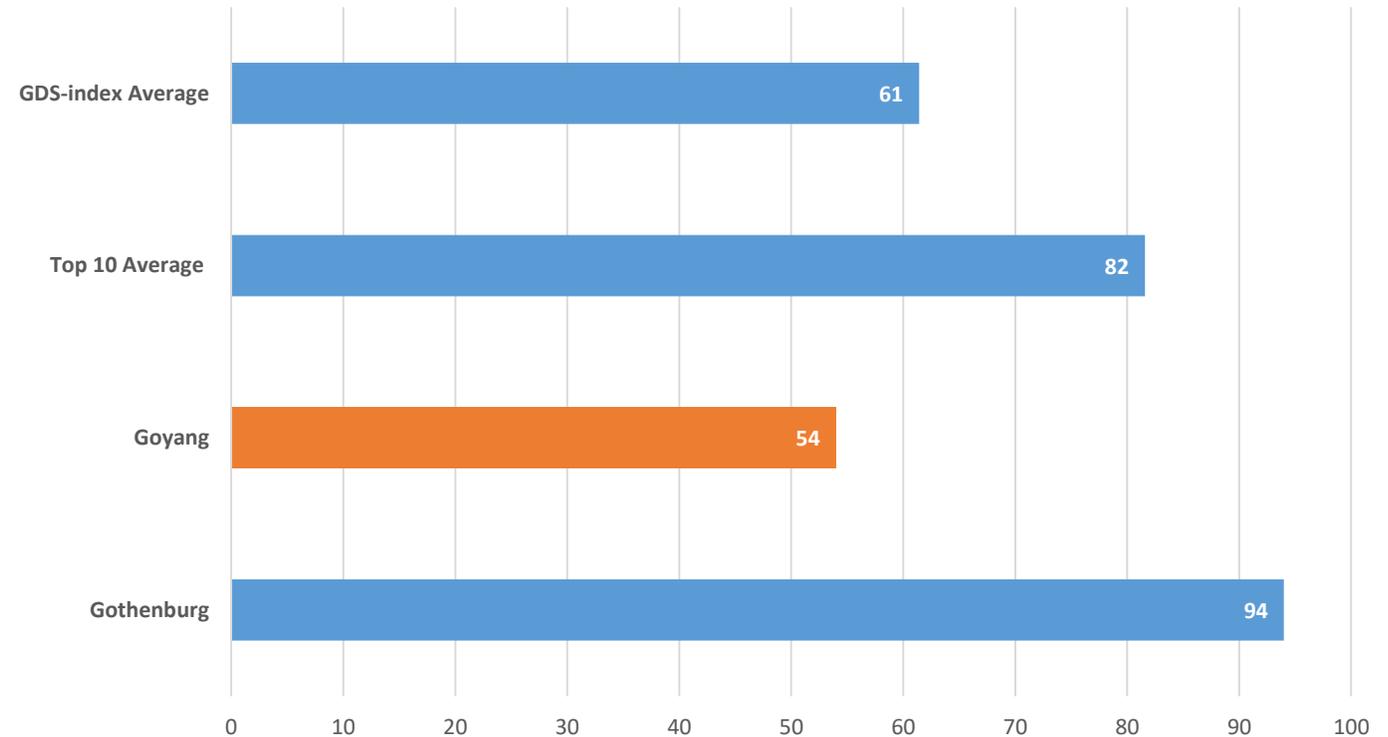


# Summary of GDS-Index Results

Goyang's score ranks 25th out of all participating destinations!

- Goyang's 2018 performance is lower than the GDS-Index Average
- Goal now is to go beyond average score!

Overall Index Performance 2018



# 2018 Performance



**Best performance in:**

Supplier performance

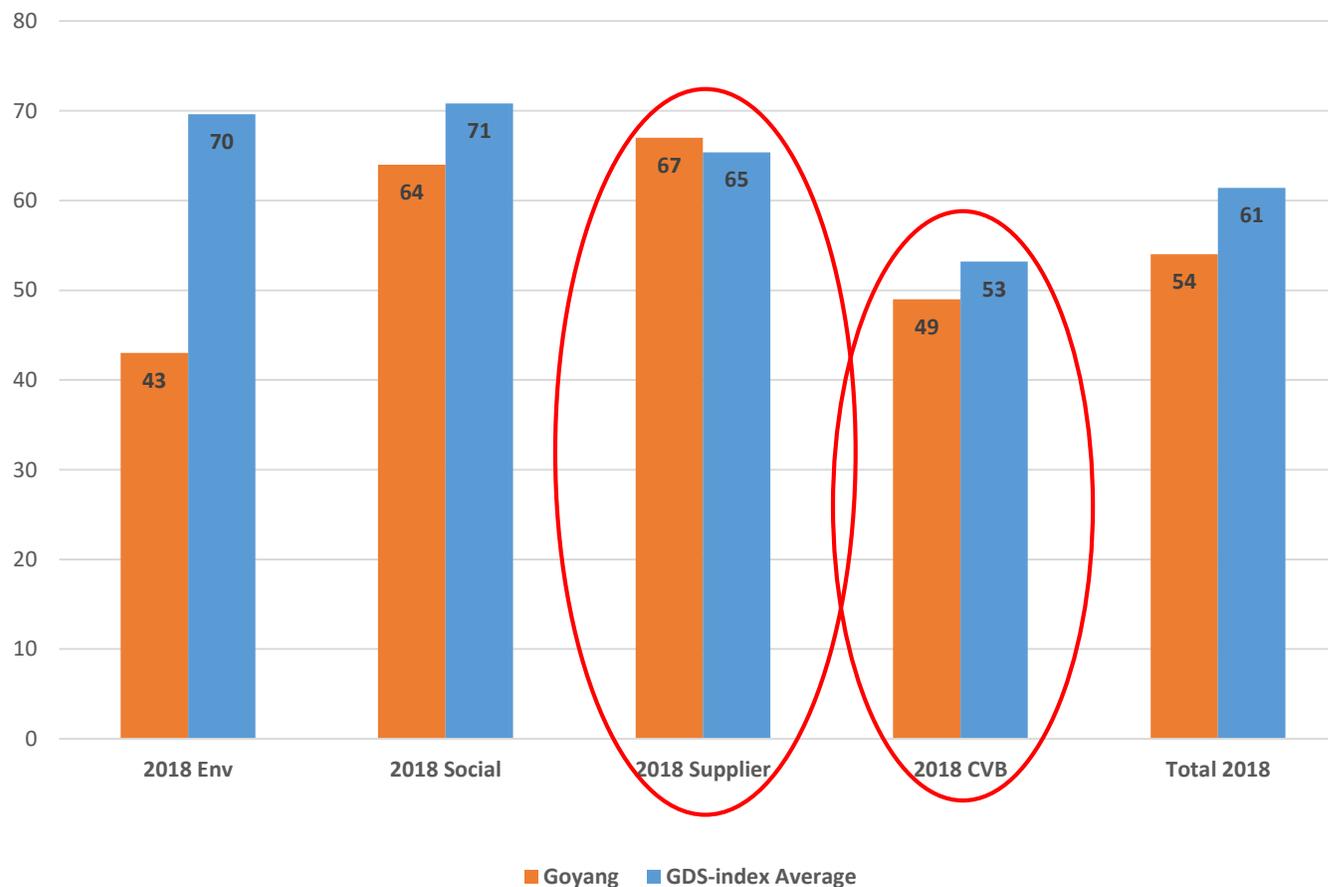


**Main area to focus on:**

Supplier performance

CVB performance

GOYANG Index Performance 2018



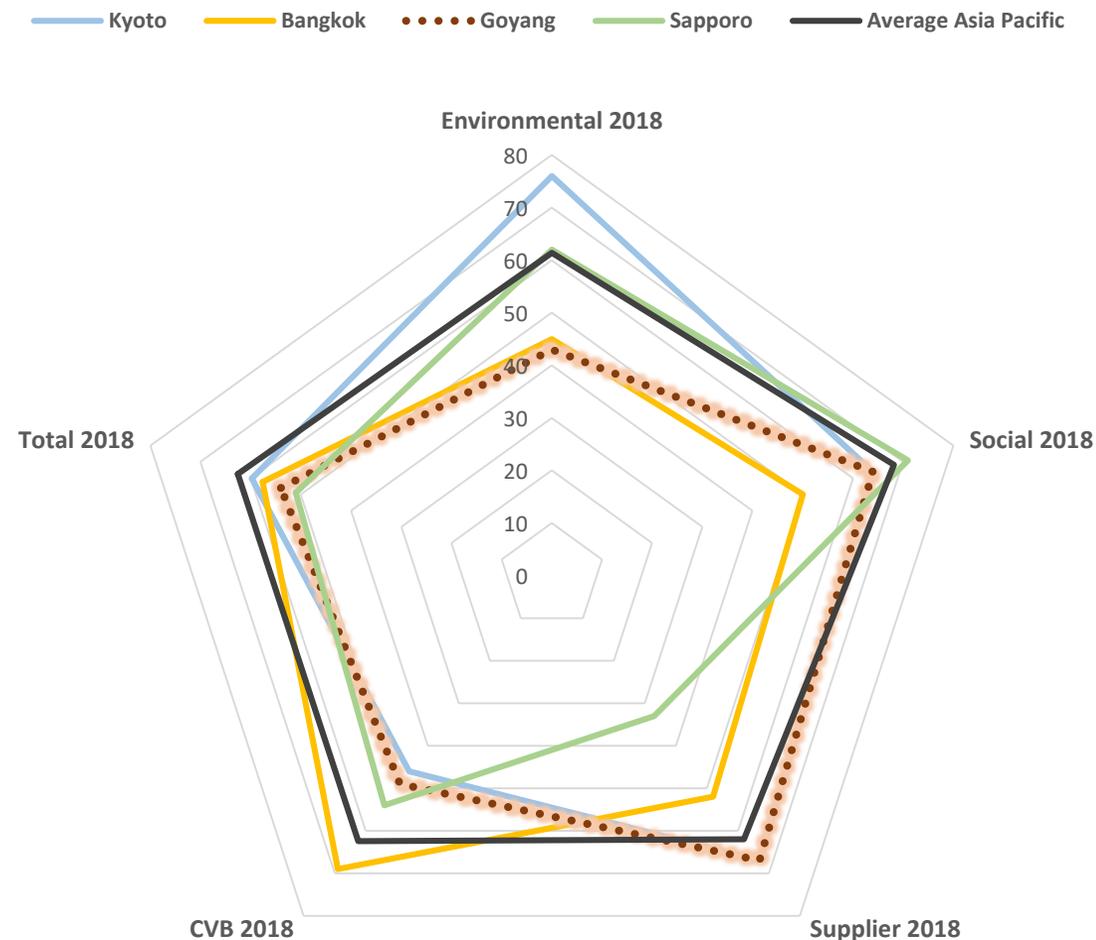
# Regional Comparison – 2018 Results

- Overall, compared to The Asia Pacific Regional Average, Goyang lies somewhere in the middle.
- Outperforming the Average, in the Supplier performance area



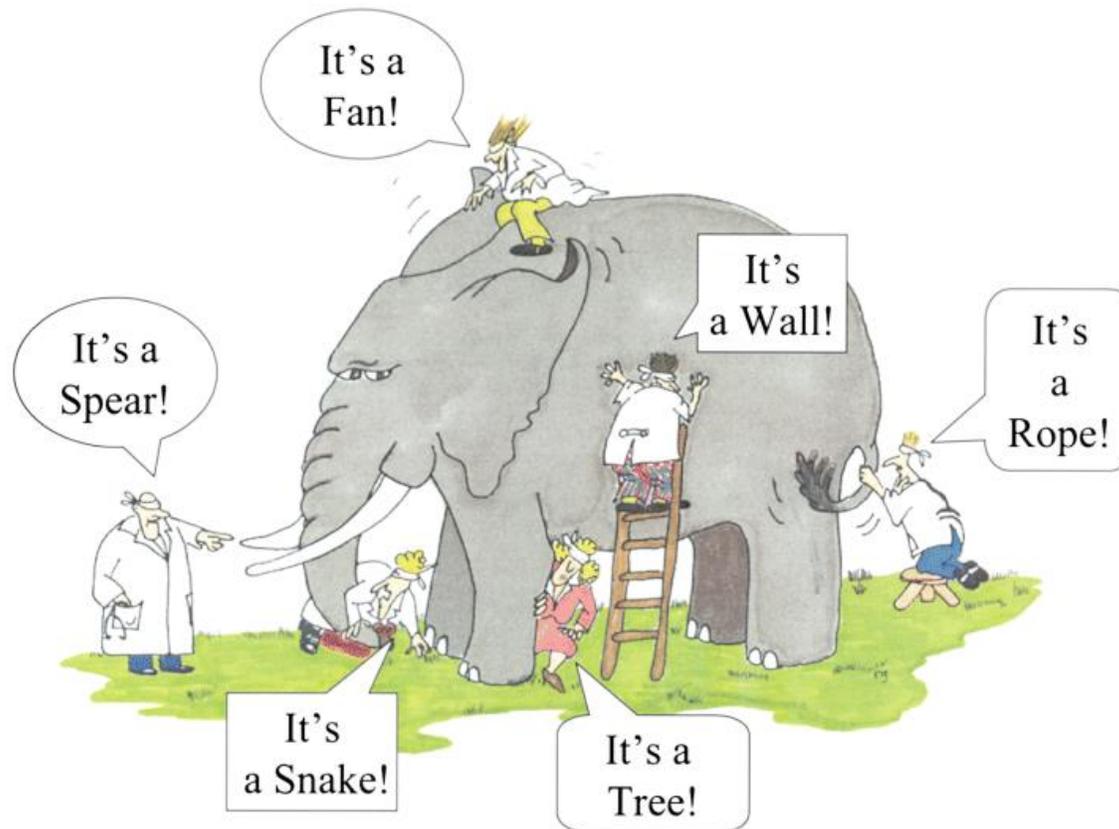
**Easiest and fastest way to go beyond regional and global average is to focus on**  
**Supplier performance**  
**CVB performance**

Goyang Regional Comparison



# Stakeholder engagement: Listen and learn

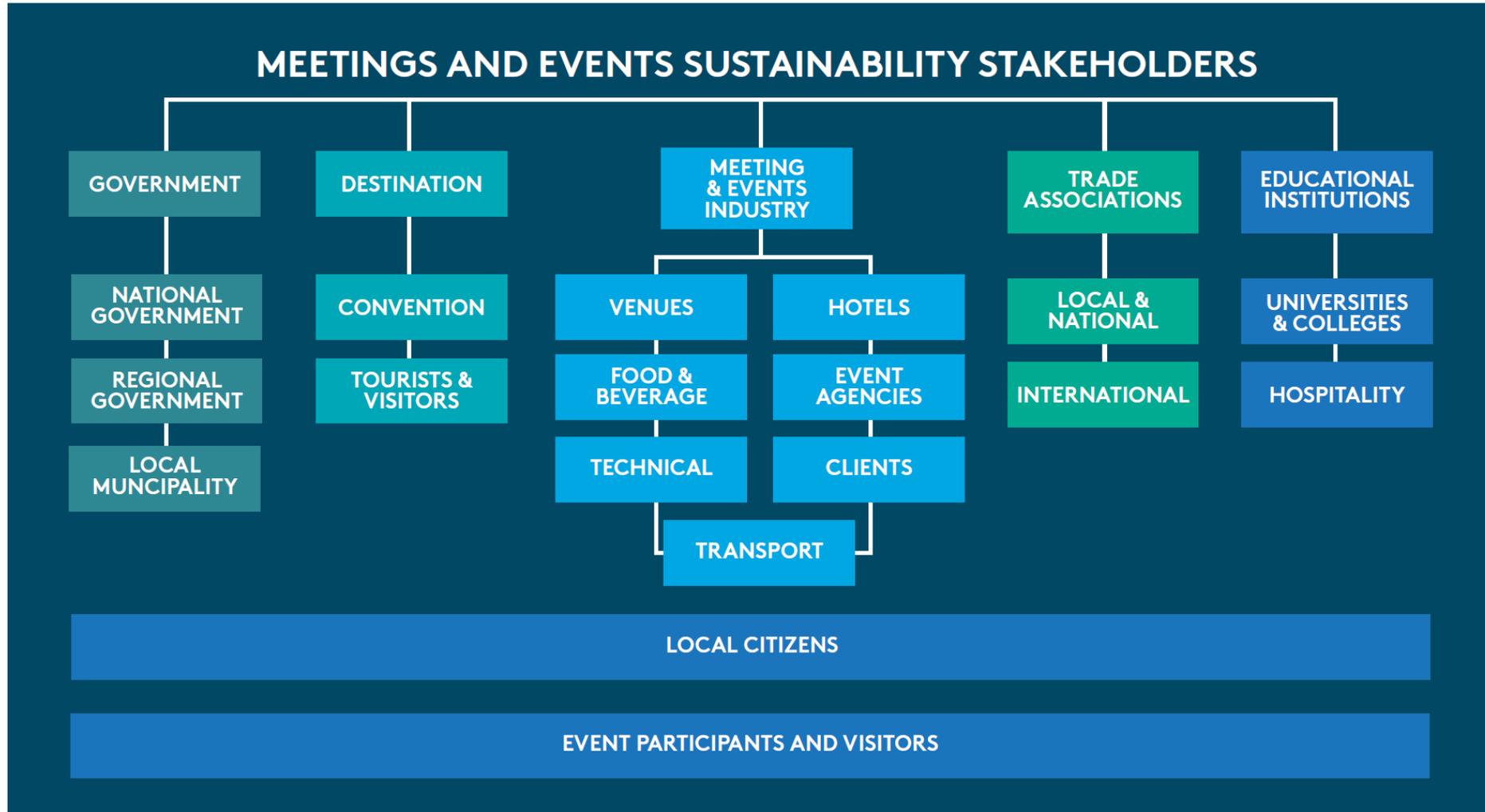
Through engagement we understand sustainability issues from the perspective of our stakeholders and **find new opportunities**



Important:

*Who are the key  
**STAKEHOLDERS***

# Stakeholders to be involved



# How do you engage them?



Strategy Development



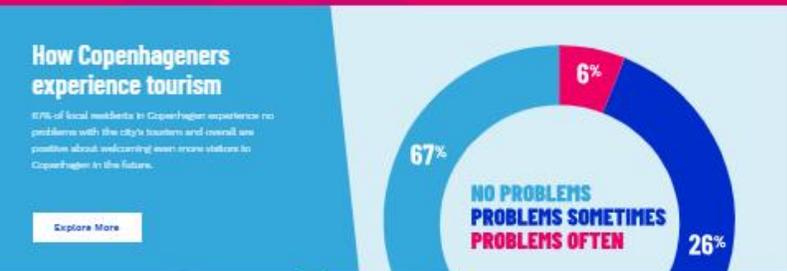
Training



Stakeholder Engagement

# Engage Strategically with Stakeholders

## 10xCopenhagen - rethinking tourism in Copenhagen towards 2030



### When Copenhageners & visitors meet

Copenhageners appreciate visitors who respect the city and its customs, venture off the beaten track and blend in. Experiencing Copenhagen by bike is considered the 'self-serve' way, but bikes have also a major point of friction between visitors and locals.

[Explore More](#)

### What locals & visitors think of Copenhagen

Copenhagen is a desirable, livable and easy to visit in the eyes of visitors and locals. However, while visitors are motivated by atmosphere, 52% of Copenhageners pinpoint the famous attractions as a major city characteristic - in contrast with only 17% of recent visitors to Copenhagen.

[Explore More](#)

### Environmental impact of tourism

In the minds of 30% of local Copenhageners, 'environmentally conscious' describe the City of Copenhagen. At the same time, 22% of local residents express their negative attitude on the environment.

The fact that 10xCopenhagen (10x Copenhagen) is a process of continuous improvement in local sustainability is the basis of Copenhagen's expectations to visitors' behaviour while in Copenhagen. Talking about the environment is both local's top expectation in visitors' behaviour and the behaviour visitors least like to see according to locals.

Source: 10xCopenhagen (10x Copenhagen) Knowledge, Innovation and Resilience (KIR) Report 2021

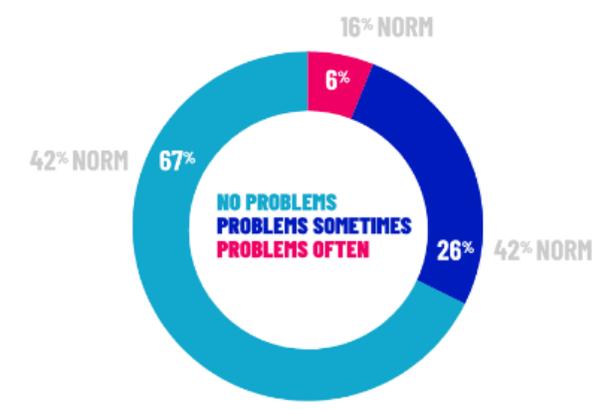
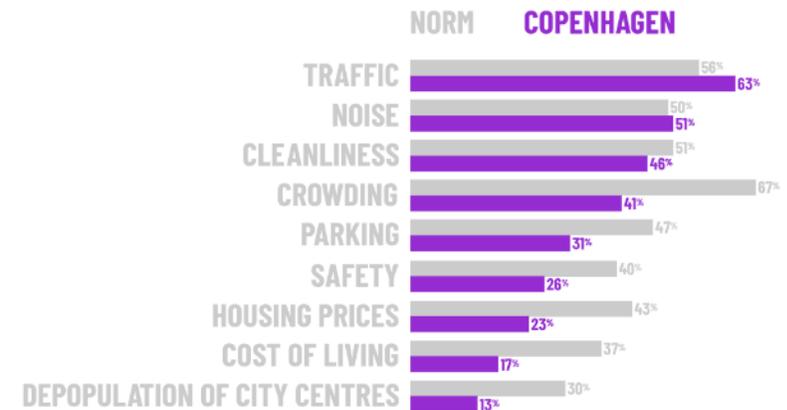
### Clean Copenhagen - a strength and a challenge

Both locals and visitors find Clean Copenhagen a positive city attribute, reflected in the competitive research generating the most desirable city attributes in Europe. However, the local government is currently in a process of improving the cleanliness of Copenhagen. Around 85% of locals, who experience tourism-related problems in Copenhagen, also consider tourism as having a negative impact on the issues of cleanliness and waste management. Making the cause of cleanliness and waste the third largest tourism-related problem from a local perspective. The biggest problem is traffic.

Source: 10xCopenhagen (10x Copenhagen) Knowledge, Innovation and Resilience (KIR) Report 2021

## MAKE THE DATA SEXY!

<https://10xcopenhagen.com/>



Locals: Which types of problems have been affected by tourism in your city? (n=285)  
The question is asked to locals stating that they experience problems due to tourism throughout the whole/most of the year or certain times of the year. Norm is calculated across 12 cities in Europe: Berlin, Stockholm, Brussels, Amsterdam, Copenhagen, Florence, Lisbon, London, Lyon, Prague, Rome, Barcelona, Paris.

Locals: Does tourism cause problems for you in Copenhagen? (n=1,070)  
Norm is calculated across 12 cities in Europe: Berlin, Stockholm, Brussels, Amsterdam, Copenhagen, Florence, Lisbon, London, Lyon, Prague, Rome, Barcelona, Paris.

# Developing your Masterplan: VMOST



# Case Study: Mission

Melbourne is committed to becoming a carbon-neutral city and creating a bold and sustainable future.

**SUSTAINABLE CITY**

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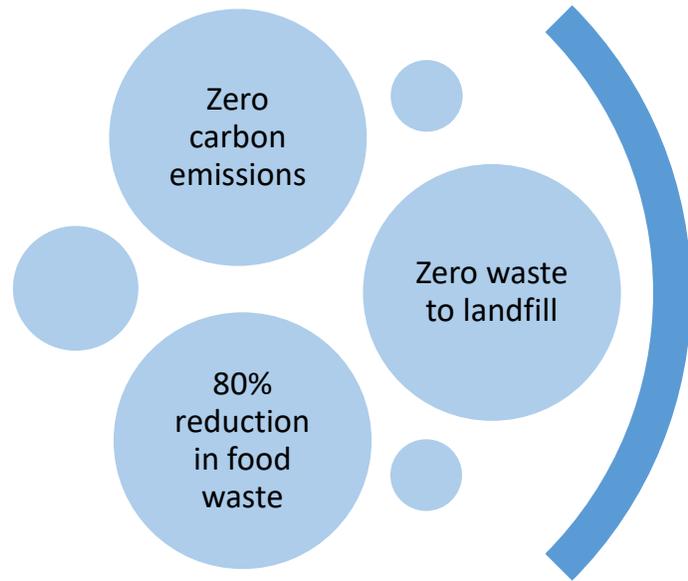


**TOP 10  
DESTINATIONS  
HAVE A SMART  
STRATEGY**

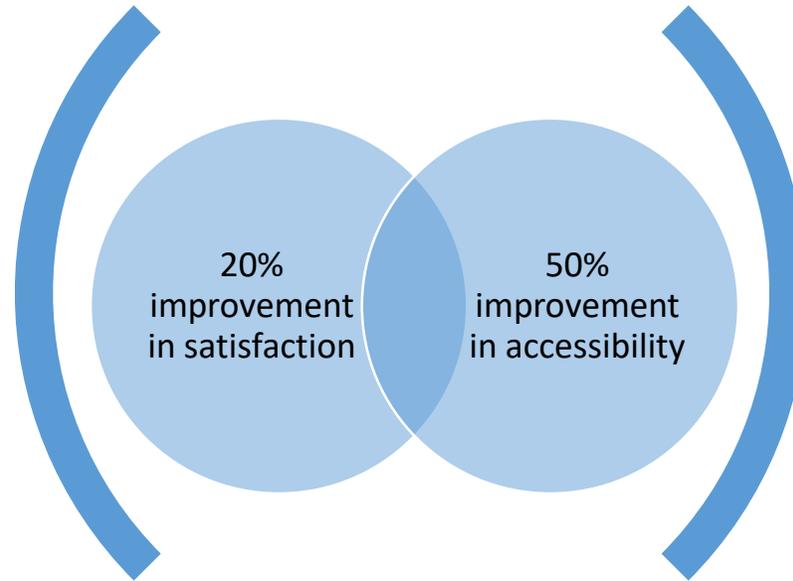


# SMART Objectives

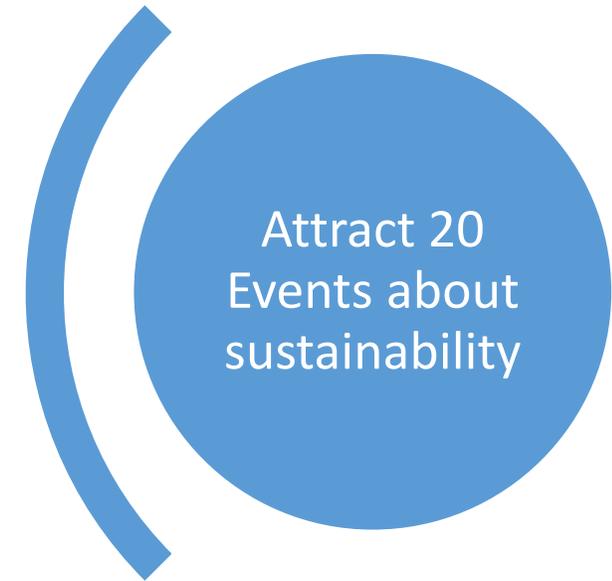
Achieve Top 10 in GDS-Index.



Planet Goals



People Goals



Profit Goals

# VMOST

Vision

Be the leading sustainable meetings destination

Mission

Inspire and facilitate the local Events Industry to collaborate and be more sustainable

Objectives

Be a top10 GDS-Index Destination

Make the Goyang Events Industry Carbon Neutral

Win \$1mil of new business in the Sustainability sector

Eliminate single use plastics

Strategies

Develop skills and expertise in house

Measure the footprint of the local Events Industry

Tactics

Hire a Sustainability Director

Develop a partnership to offer footprinting tools

# Case Study: Sydney

## Making Sydney a Sustainable Destination

2017-2022

Draft August 2017

A five-year plan for environmental sustainability in the accommodation and entertainment sector



### VISION 2030

- Green, global and connected city.

### MISSION

- Work together to make Sydney a Sustainable Destination

### OBJECTIVES

- Reduce carbon emissions by 70%
- Divert 90% of waste from landfill
- Zero increase in potable water by 2030

### STRATEGIES

- Improve the environmental performance of Sydney's accommodation and entertainment venues
- Invest in renewable energy, recycled water, waste avoidance and management and other sustainable
- Engage with regulators and governments on key environmental policy and regulatory issue

<https://www.sustainabledestinationpartnership.com.au/>

# Questions?

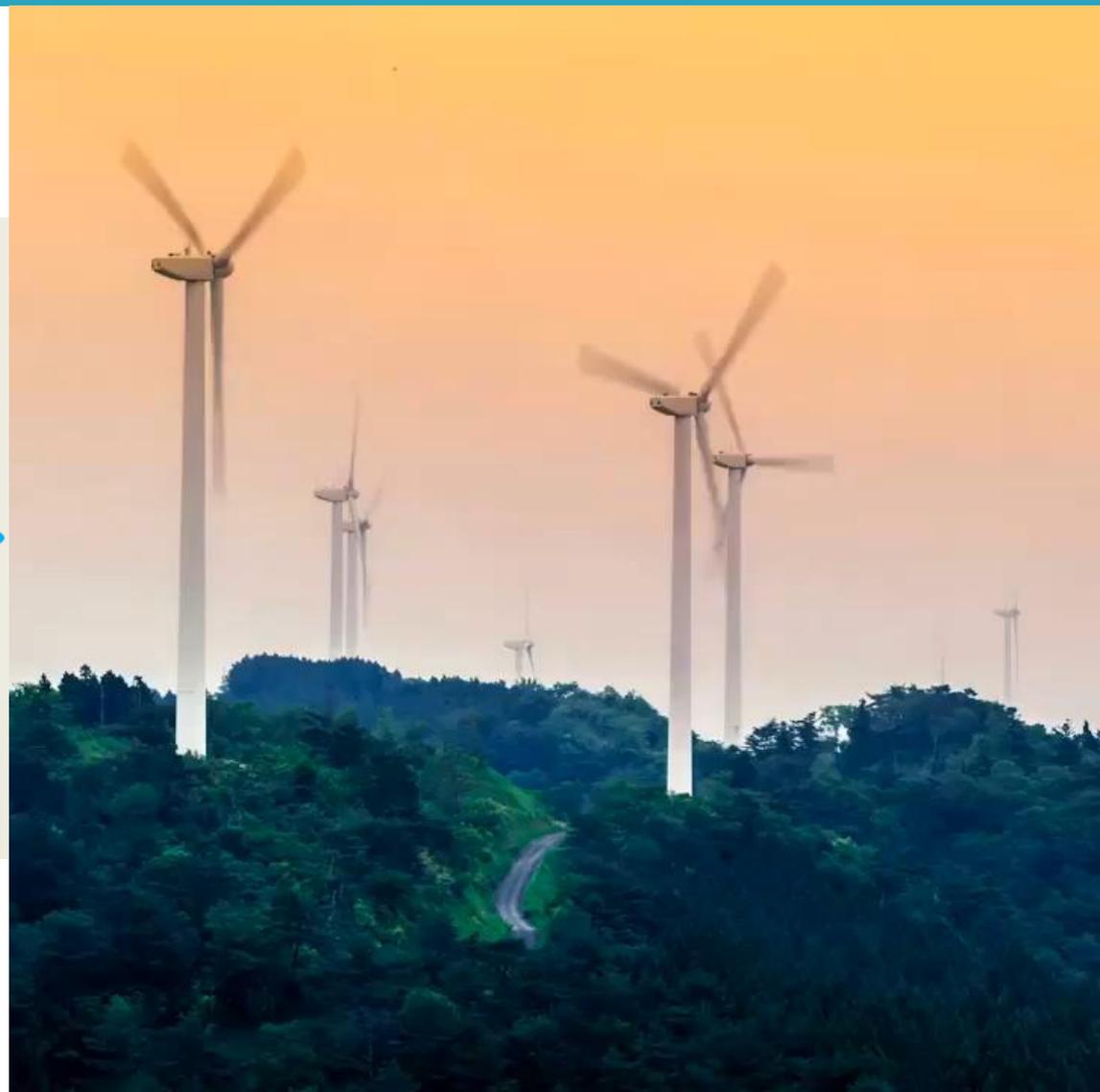


A silhouette of a person pushing a large ball up a hill, symbolizing the struggle against challenges. The person is on the left, pushing the ball up a dark, curved slope that represents a hill. The background is a solid blue color.

What **social, environmental and economic CHALLENGES** face Korea in the next 10 years?

How can the events industry help solve them?

# 2030 Sustainable Development Goals



# How can the SDGs help with destination strategy?

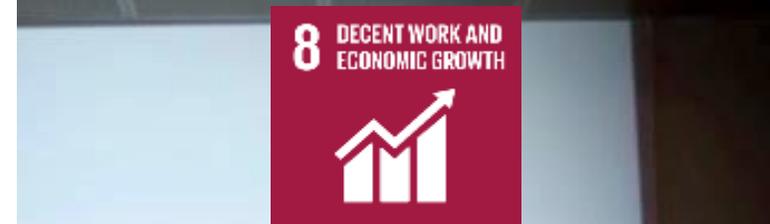
Map the destination against the SDGs, think holistically, define focus and create action plans



How can events reduce environmental impacts, change consumer behaviour & go net-positive?



How can events promote fair treatment for all and catalyze social development?



How can events develop the economy & create jobs?

# Exercise: How sustainable is Korean Events Industry

1. What are the sustainability challenges facing Korea? Rank the SDGs in order of importance from High (big issue) to Low (not an issue)
2. Now rank where destinations (DMOs) can have the most influence to achieve the SDG
3. Select 3 SDGs as priorities
4. Write down at least 1 potential goals for each SDGs to be achieved by 2030



# Case study: Leadership with purpose

*Growth is only relevant when it has a positive impact*

*Tourism is a means to a sustainable end – a reality where tourism contributes positively to society, to building better cities and destinations for locals and visitors alike and where tourism is a driver of positive change*



**TOURISM  
FOR  
GOOD**

AN INVITATION  
TO A JOURNEY TOWARDS  
SUSTAINABLE  
TOURISM BY 2030

«Wonderful Copenhagen's ambition for 2030 is that tourism in Greater Copenhagen positively impacts local and global sustainable development.»

## TOURISM FOR GOOD AND THE SUSTAINABLE DEVELOPMENT GOALS



**A SUMMARY OF WONDERFUL COPENHAGEN'S STRATEGY FOR SUSTAINABLE TOURISM**

# TOURISM FOR GOOD

**AN INVITATION TO A JOURNEY TOWARDS SUSTAINABLE TOURISM BY 2030**

»Wonderful Copenhagen's ambition for 2030 is that tourism in Greater Copenhagen positively impacts local and global sustainable development.«

**WONDERFUL COPENHAGEN WILL WORK TOWARDS THE ABOVE AMBITION THROUGH 4 FOCUS AREAS**
**BROADENING TOURISM**

The goal is not fewer visitors, but that they make broader use of the destination. If the destination is developed to be used in a broader way, travellers will get a richer experience which in turn is likely to result in higher visitor satisfaction. It will also prevent the feeling of tourism pressure in the city, distribute tourism revenue more broadly and make more space for people in the city, whether locals or temporary locals.

**TOURISM CHOICES MATTER**

Like any other consumption and behaviour, tourism consumption and behaviour have negative sustainability impacts. If tourism consumption and behaviour are managed responsibly, we will lower the negative environmental, social and economic impacts of tourism. The choices available to visitors will be largely responsible ones. The visitor's perception of the quality of the destination will improve and thereby the likelihood that the visitor will recommend the destination to others.

**PARTNERSHIPS FOR GOOD**

Without information, it is impossible to know how to make the biggest sustainable impact. Without measurements, it is impossible to know whether it is worth the effort. Without bringing that knowledge into partnerships, we will find it impossible to create sustainable change that is bigger than ourselves. If Wonderful Copenhagen collects, activates and distributes knowledge about sustainability in partnerships and events, it will contribute to sustainable destination development.

**LEADING BY EXAMPLE**

Wonderful Copenhagen, as an organisation, consumes resources on account of its daily operation and procurement. As an employer, Wonderful Copenhagen is also responsible for contributing to a socially conscious labour market. Thus, Wonderful Copenhagen must take the greatest possible sustainability considerations in its own operations to become a leading example.

**WONDERFUL COPENHAGEN WANT TO ACHIEVE FOLLOWING TARGETS BY 2021**

- Continued growth in tourism is supported by at least 80 per cent of local residents.
- Creating regular opportunities for locals to be involved in tourism development.
- Developing a method to measure broader tourism in terms of geography, interests and time.

Supported by 5 specific actions defined in the strategy

- 77 per cent of visitors intend to recommend the destination.
- 100 per cent of large convention venues and 90 per cent of large hotels have third-party sustainability certification.
- To develop a detailed content strategy, that will nudge travellers to more diverse experiences in term of geography, season, time and interests.

Supported by 6 specific actions defined in the strategy

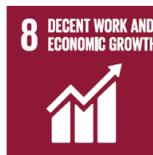
- Sustainability must be considered a core element in all of Wonderful Copenhagen's new projects and partnerships.
- Copenhagen maintains a score of over 90 per cent and a top three ranking in the Global Destination Sustainability Index of the world's most sustainable meeting and conference destinations.
- Wonderful Copenhagen has established itself as the primary source for updated knowledge on sustainable tourism and destination development.

Supported by 9 specific actions defined in the strategy

- Having a third-party environmental certification of own operations in 2018-2021.
- An organic conversion of own food and beverage procurement: 30 per cent in 2019, 60 per cent in 2020 and 90 per cent in 2021.
- Being an organisation that consider social inclusion in its recruitment.

Supported by 6 specific actions defined in the strategy

**WITH THIS STRATEGY WE WILL CONTRIBUTE POSITIVELY TO THESE UN SUSTAINABLE DEVELOPMENT GOALS**



**SDG TARGETS**

6.4 · 7.2 · 7.3 · 8.5  
8.9 · 9.1 · 11.3 · 11.6  
11.7 · 11a · 12.3 · 12.5  
12.6 · 12b · 14.1 · 17.17

Mission

Vision

Strategies

Objectives

#MEET  
4 IMPACT

# Step 3 – Norm TACTICS for CHANGE

