



# Hellenic Society for Systemic Studies (HSSS) 14th National & International Conference



## A Systems Approach to Sustainable Development of Tourism

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# A Systems Approach to Sustainable Development of Tourism

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# A Systems Approach to Sustainable Development of Tourism

## *Introduction*

### *Greek Tourism Industry*

- One of the main key sectors of the Greek economy
- Was less affected by the financial systemic crisis
- Presents growth despite the recent global financial crisis
- Main stakeholders are businesses and organizations that supply the tourism product and the tourists/visitors
- “Sustainable tourism requires a balance to be struck between the needs of the visitor, the place and the host community”(Fáilte Ireland’s Environmental Action Plan 2007-2009)

## A Systems Approach to Sustainable Development of Tourism

*A strategic national key sector*

*“Inclusive growth and ensuring a future with quality jobs are the concerns of governments everywhere. Travel & Tourism, which already supports one in every ten jobs on the planet, is a dynamic engine of employment opportunity.”*

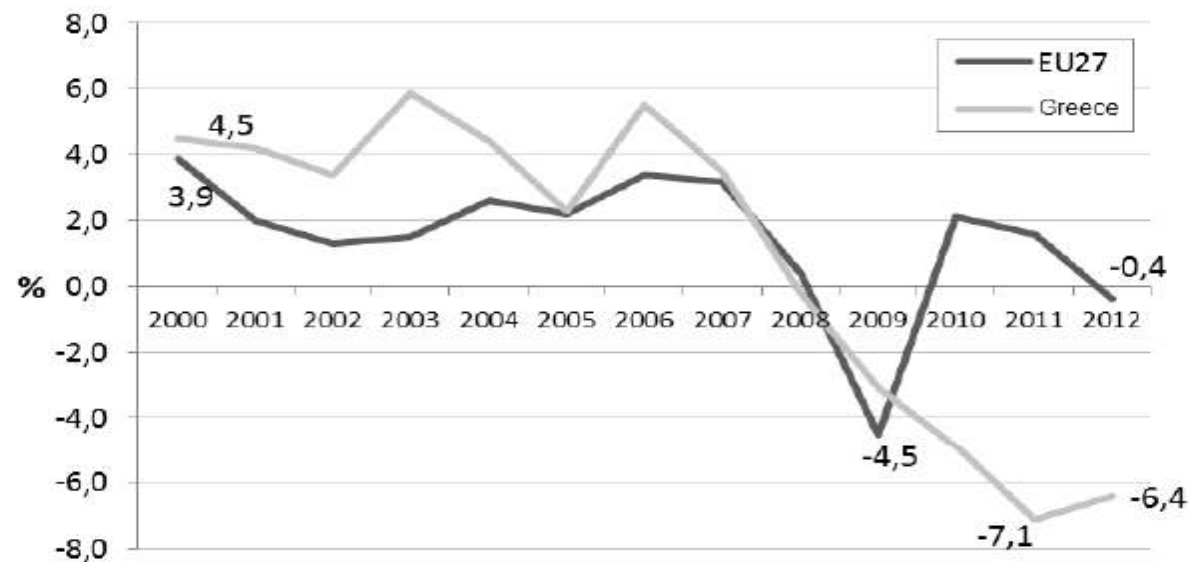
**Source: Guevara Marzo, G. (2018) “Travel & Tourism Economic Impact 2018 Greece”, World Travel & Tourism Council (WTTC), United Kingdom**



# A Systems Approach to Sustainable Development of Tourism

## *Tourism and the Greek economic crisis*

Real GDP Growth (%) in EU27 and Greece for the period 2000–2012



Source: Eurostat, GDP and main components – volumes, GDP at market prices, 2013.

Source: Guduraš, D. (2014) "Economic crisis and tourism: Case of the Greek tourism sector," University of Ljubljana, Slovenia, pp.622

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## *Greece: The economic impact of Travel & Tourism*

### **GDP: DIRECT CONTRIBUTION**

- 2017: EUR14.3bn (USD16.2bn), 8.0% of total GDP
- 2018 : It is forecast to rise by 5.6%
- 2018-2028: It is forecast to rise by 3.5% pa, to EUR21.3bn (USD24.1bn), 9.1% of total GDP in 2028

**\*All values are in constant 2017 prices & exchange rates**

CONSTANT 2017 EURBN



*Source: World Travel & Tourism Council: "Travel & Tourism Economic Impact 2018 Greece", United Kingdom*

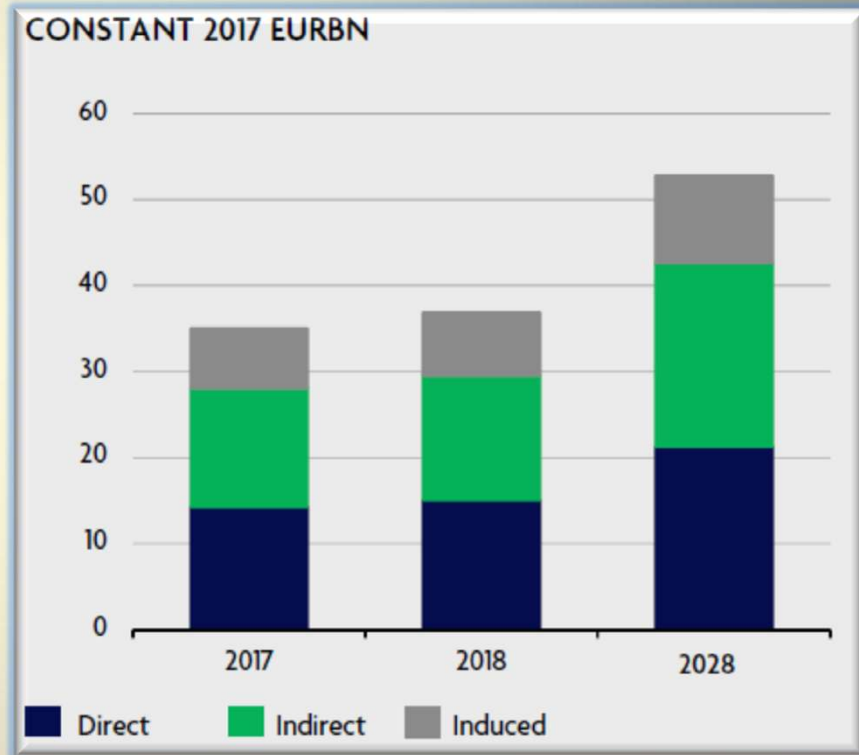
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## *Greece: The economic impact of Travel & Tourism*

### **GDP: TOTAL CONTRIBUTION**

- 2017: EUR35.0bn (USD39.7bn), 19.7% of GDP
- 2018: It is expected to grow by 5.3% to EUR36,9bn (20,2% of GDP)
- 2028: It is forecast to rise by 3.7% pa to EUR52.8bn (USD59.9bn), 22.7% of GDP

**\*All values are in constant 2017 prices & exchange rates**



Source: World Travel & Tourism Council: "Travel & Tourism Economic Impact 2018 Greece", United Kingdom

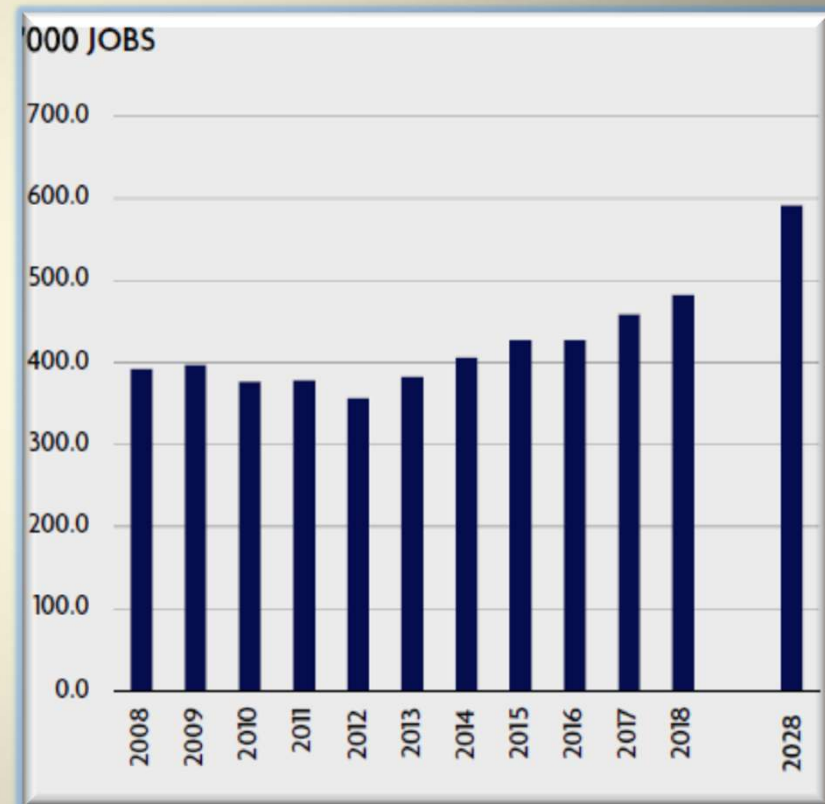
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## *The economic impact of Travel & Tourism*

### EMPLOYMENT: DIRECT CONTRIBUTION

- 2017: Travel & Tourism directly supported 459,000 jobs (12.2% of total employment)
- 2018: This is expected to rise by 5.2% to 482,500 jobs (12,4% of total employment)
- 2028: Travel & Tourism will account for 592,000 jobs (13.3% of total employment), an increase of 2.1% pa over the 10 next years

**\*All values are in constant 2017 prices & exchange rates**



Source: World Travel & Tourism Council: "Travel & Tourism Economic Impact 2018 Greece", United Kingdom



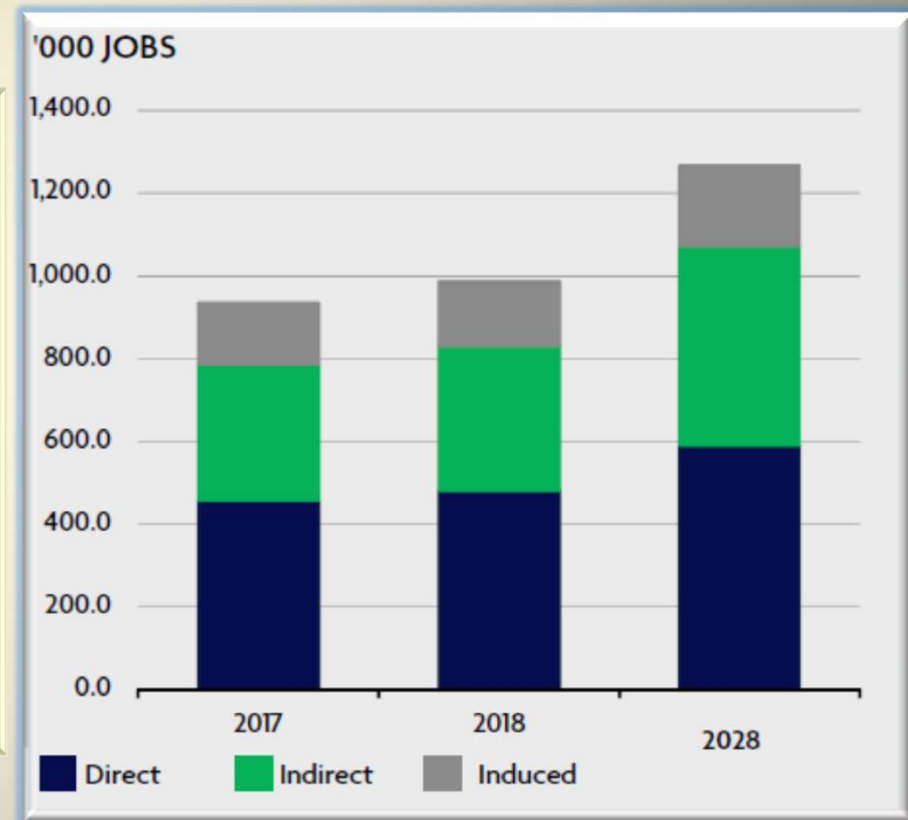
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## *The economic impact of Travel & Tourism*

### EMPLOYMENT: TOTAL CONTRIBUTION

- 2017: 24.8% of total employment (934,500 jobs)
- 2018: It is expected to rise by 5.6% to 987,000 jobs (25.4% of total employment)
- 2028: It is forecast to support 1,266,000 jobs (28.5% of total employment), an increase of 2.5% pa over the period

*\*All values are in constant 2017 prices & exchange rates*



*Source: World Travel & Tourism Council: "Travel & Tourism Economic Impact 2018 Greece", United Kingdom*

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## *The economic impact of Travel & Tourism*

### VISITOR EXPORTS

2017: EUR17.1bn (USD19.5bn), 28.4% of total exports

2018: It is expected to grow by 5.1% and the country is expected to attract 28.973.000 international tourist arrivals

2028: International tourist arrivals are forecast to total 42.531.000, an expenditure of EUR28.1bn (USD31.9bn), 28.9% of total exports

\* All values are in constant 2017 prices & exchange rates



Source: World Travel & Tourism Council: "Travel & Tourism Economic Impact 2018 Greece", United Kingdom

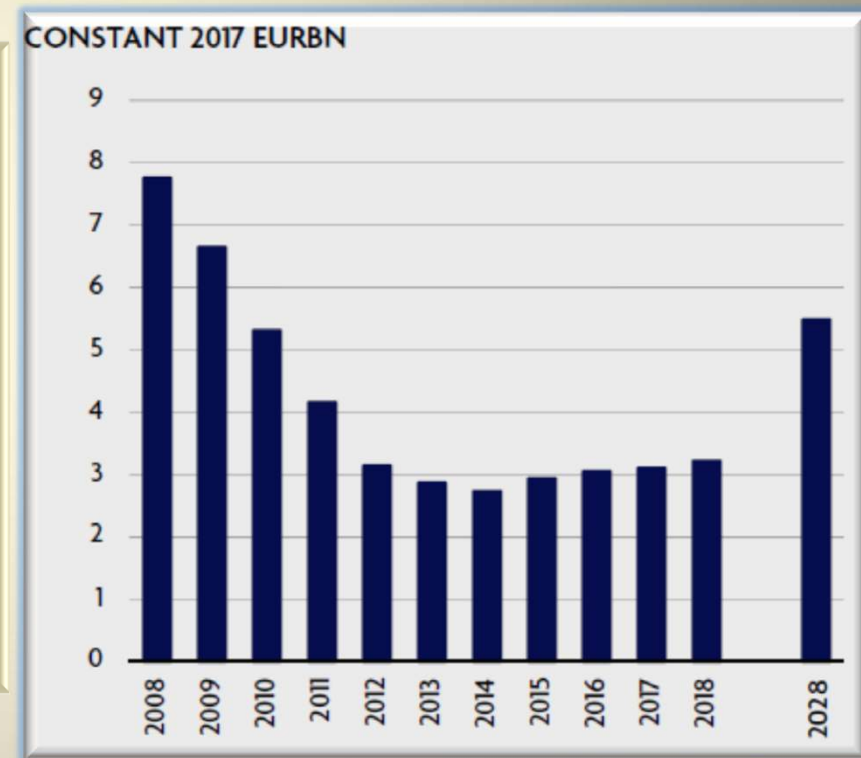
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## *The economic impact of Travel & Tourism*

### INVESTMENT

2017: EUR3.1bn, 15.9% of total investment (USD3.5bn)  
2018: It should rise by 3.6%  
2028: Rise by 5.5% pa over the next 10 years to EUR5.5bn (USD6.2bn), 17.4% of total national investment

**\*All values are in constant 2017 prices & exchange rates**



*Source: World Travel & Tourism Council: "Travel & Tourism Economic Impact 2018 Greece", United Kingdom*



## A Systems Approach to Sustainable Development of Tourism

### *Nature of Tourism*

- Tourism is closely connected with travelling for pleasure or business and with the human need to explore and to know the unknown
- “An activity essential to the life of nations because of its direct effects on the social, cultural, educational, and economic sectors of national societies and on their international relations” (Manila Declaration on World Tourism, 1980).
- “One of the more important economic activities in the process of globalization is tourism”(Čerović, S., Vukadinović, P. and Knežević, M., 2015)

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## *The Basic Components of Tourism*

*Attraction*



*Accommodation*



*Accessibility*



*Amenities*



## *The 4 A's*



# A Systems Approach to Sustainable Development of Tourism

## *A Systems Approach to the Tourism Industry*

- ❑ The tourism system should be considered as a whole entity and as a set of interrelated elements (Ackoff, 1971)
- ❑ Tourism is not simply an industry, but is an open, dynamic and complex system with specific structure and environments, which consists of many interacting components and involves many different stakeholders (Van Mai & Bosch, 2010)
- ❑ “In order to manage the development of tourism at a certain destination toward sustainability, it is necessary to understand its structure and the environments in which it operates, as well as the associated operational mechanisms” (Van Mai & Bosch, 2010)

# A Systems Approach to Sustainable Development of Tourism

## Structure and Environments of Tourism

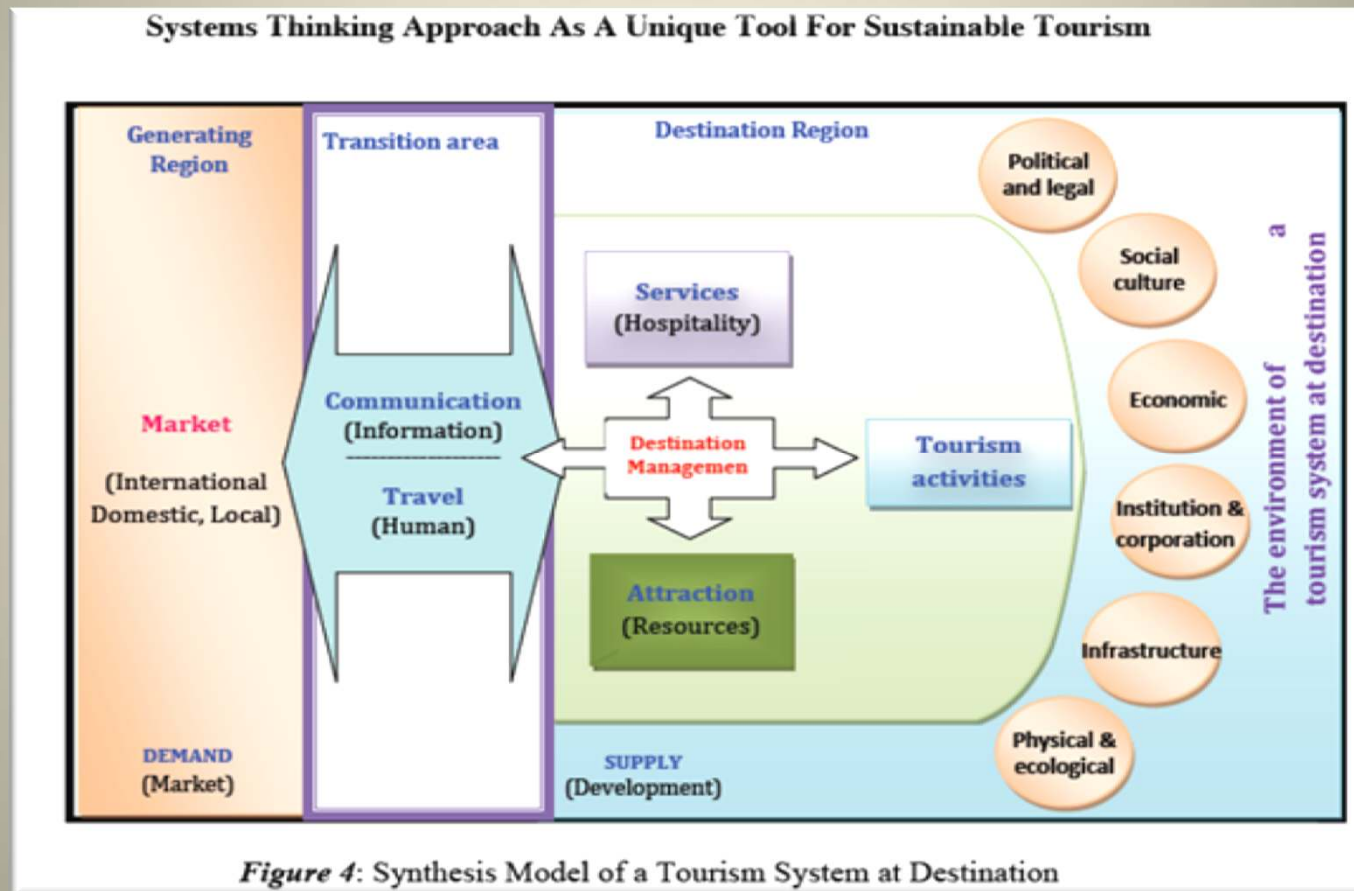


Figure 4: Synthesis Model of a Tourism System at Destination


Source: Van Mai, T. and Bosch O.J.H. (2010), System Thinking Approach as a unique tool for tourism development: A case study in the Cat Ba Biosphere Reserve of Vietnam, School of Integrative Systems, The University of Queensland, QLD 4343, Australia

# A Systems Approach to Sustainable Development of Tourism

## *The application of Systems Thinking*

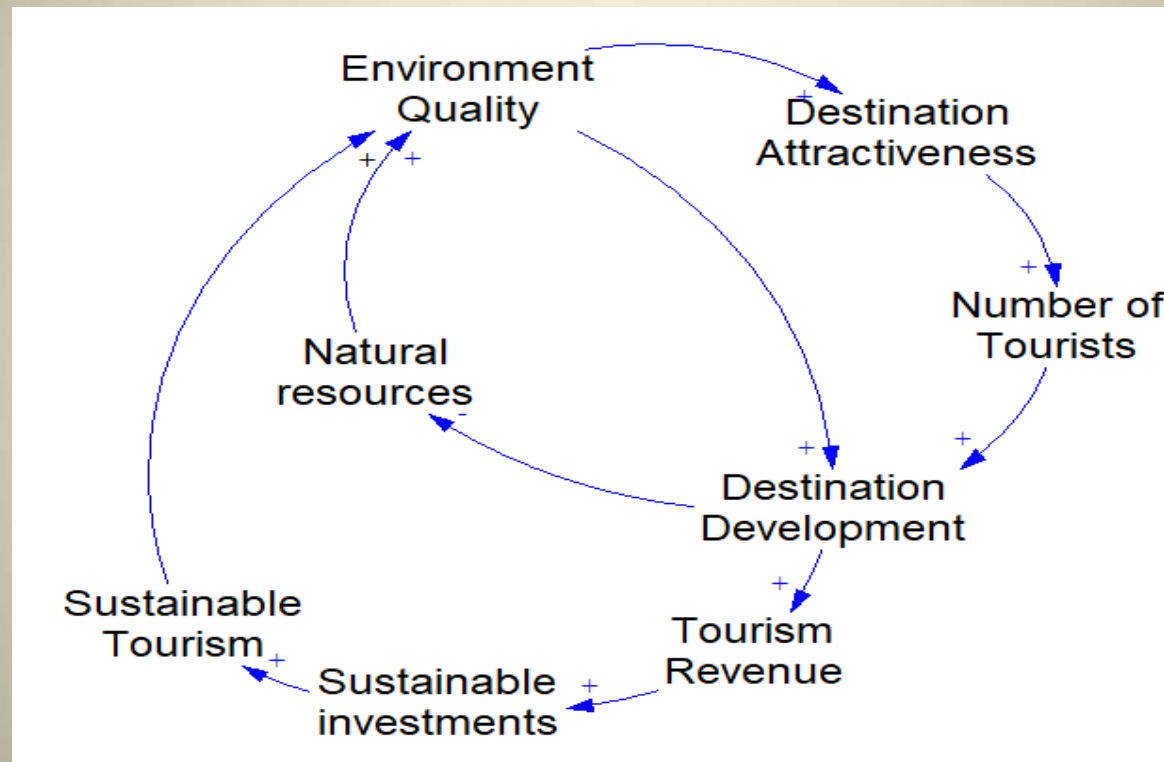
“Systems thinking is a scientific methodology or an approach that consists of a set of principles and tools to deal with complexity, ambiguity and mental models underlying our most present social, economic, ecological, and political challenges” (*Bosch, Maani and Smith, 2007*)

### *Objectives of Systems Thinking*

- 
- To focus on the whole system and the constituent parts as well as their interactions
  - To provide a framework for managing change and complexity through the understanding of dynamic feedback embedded in complex systems (*Van Mai & Bosch, 2010*)
  - To allow decision makers to anticipate the long-term consequences of their decisions and actions, and the unintended consequences of policies and strategies
  - To provide a common language for diverse stakeholders for deep dialogue and consensus building (*Van Mai & Bosch, 2010*)

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## *A Systemic Approach to Assessing the Environmental Impacts of Tourism*



Synthesis Model of a Causal Loop Diagram (CLD) of the environmental impacts of Tourism (adopted and modified from Zgouva Viktoria (2018))

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## *Sustainable Development of Tourism Industry*

“A holistic understanding of the causal relationship between the different impact factors is therefore of fundamental importance in order to sustain the fragile balance between tourism and the environment”(Ólafsdóttir and Haraldsson, 2015)







## A Systems Approach to Sustainable Development of Tourism

### *The need for a Sustainable Tourism Development*

Large consumption of the already scarce natural resources



Loss of the natural beauty of tourism locations



Reduces the attractiveness of the tourism destinations

Sustainable tourism cannot be attained, if there is depletion of valuable natural resources, production of large amounts of waste, air and water pollution and negative effects on wildlife and vegetation (Sunlu, 2003)



## A Systems Approach to Sustainable Development of Tourism

### *The need for a Sustainable Tourism Development*

As a continuous process plays a significant role for the economic viability and the competitiveness of the tourism industry

**Without Sustainable tourism**



**No Quality in tourism services**

A systems approach to the sustainable development of tourism is aligned with the basic definition of Quality, which is “conformance to requirements and fitness for purpose”

# A Systems Approach to Sustainable Development of Tourism

## Conclusions

### Sustainability

- Is a complex system to navigate
- Calls for specific measures to be taken in order to ensure organizational excellence in the tourism sector

### Measures

- Strong political leadership and strategic environmental management
- Innovative system interventions and appropriate environmental policies
- A sound financial management of Community Funds
- Successful private and public-sector partnerships

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**Innovative system interventions and appropriate environmental policies**

***Green Tourism (Furqan, Som and Hussin, 2010):***

- ✓ Being an environmentally friendly tourist or providing environmentally friendly tourist services
- ✓ Goal is to increase the governmental pressure to improve environmental performance by adopting effective and tangible environmental management techniques
- ✓ Green tourism certification processes

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## Innovative system interventions & appropriate environmental policies

### *Environmental Auditing (Stoesser, 2004):*

- A practical tool that can bring commercial and economic benefits for companies and organizations and other benefits such as compliance with environmental regulations
- The focus of environmental auditing changed from compliance to environmental management system audits
- “a systematic and documented verification process for objectively obtaining and evaluating evidence to determine whether an organization's environmental management system conforms to the environmental management system audit criteria set by the organization, and for communication of the results of this process to management (ISO1996:3.8)”



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### Strong political leadership and strategic environmental management

“Sustainable planning and management of tourism is one of the most pressing challenges concerning the future of the World Heritage Convention today and is the focus of the UNESCO World Heritage and Sustainable Tourism Programme”

Infrastructure is vital to sustainable tourism: Ensure that the infrastructure is fit-for-purpose for future tourism development

Source: UNESCO World Heritage Sustainable Tourism Online Toolkit, Guide 6, “Managing the development of tourism infrastructure”, retrieved from:  
<http://whc.unesco.org/sustainabletourismtoolkit/sites/default/files/UNESCO%20toolkit%20PDFs%20guide%206C.pdf>



*Look strategically  
at how local  
people and  
businesses can  
secure greater  
benefit from the  
destination and  
from the heritage  
attractions.*



## A Systems Approach to Sustainable Development of Tourism

### Guide 2: Developing a strategy for progressive change, UNESCO World Heritage Sustainable Tourism Online Toolkit

“Destinations are more than just the sum of their parts, and **changing the strategy of a destination requires the active support and commitment** from a range of stakeholders. There must be an appreciation and anticipation of the domino effect, as certain changes may have unforeseen consequences. With that in mind, there must also be contingency measures in place, as well as a degree of flexibility in the plan chosen.

To secure stakeholder ‘buy-in’ and understanding, **it is crucial that there is a destination management strategy** for making tourism more sustainable. This realisation is critical to both the success of the plan and the on-going viability of the World Heritage site, itself.”

Source: <http://whc.unesco.org/sustainabletourismtoolkit/how-use-guide>

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