

FINAL VERSION 24 NOVEMBER 2003

# SUPPLY CHAIN MANAGEMENT FOR TOUR OPERATORS

A handbook on integrating sustainability into tour operators' supply chain systems



**TOUR OPERATORS INITIATIVE**  
FOR SUSTAINABLE TOURISM DEVELOPMENT

THE CENTER FOR  
**ENVIRONMENTAL  
LEADERSHIP**  
IN BUSINESS

## FINAL VERSION 24 NOVEMBER 2003

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**FOREWORD**

\*\*\*Foreword text to be inserted here\*\*\*

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## INTRODUCTION

As intermediaries between tourists and tourism service providers, tour operators bring together a variety of tourism-related services to form a complete holiday package, which is then marketed to customers either directly or through travel agents. Each package generally consists of accommodation (often including some food provision), transport both to and from the destination, ground transport within the destination, and events or activities such as excursions and social activities (see Table 1).

Because most of the goods and services included in a holiday package are provided by a supply chain of subcontracted companies, organizations and agents, tour operators are not always in direct control of the environmental and social impacts of those products. Yet, consumers increasingly expect the companies they buy from to ensure that their products provide not just quality and value-for-money, but also safeguard environmental and social sustainability.

Companies must take responsibility for ensuring the sustainability of all the inputs that go into their products. For tour operators, who offer products comprised almost entirely of contracted goods and services, this means that effectively implementing sustainability policies requires working closely with suppliers to improve sustainability performance in all the components of a holiday – throughout the life cycle of a holiday package.

*“Consumers are increasingly interested in the world behind the product they buy. Life cycle thinking implies that everyone in the whole chain of a product's life cycle, from cradle to grave, has a responsibility and a role to play, taking into account all the relevant external effects. The impacts of all life cycle stages need to be considered comprehensively when taking informed decisions on production and consumption patterns, policies and management strategies.”*

Klaus Töpfer

Executive Director

United Nations Environment Programme

This handbook describes how tour operators can integrate economic, environmental and social sustainability criteria into their choices of service suppliers and their contracts with those suppliers. From establishing a sustainability policy and action plan and developing a baseline assessment of tourism service suppliers to enabling suppliers to meet set targets and reviewing and reporting on progress made, the document maps out a methodology for improving the sustainability of the tour operator's supply chain.

While this handbook presents a wide range of possible actions that tour operators can take, each company should select the actions that are most appropriate to its organisation and the types of destinations and suppliers with which it works. It is not necessary to try to implement all the actions at once; indeed, it is often better to start with a few achievable actions and then build on those in the future. What is important is that a company start to take action.

The actions presented are applicable to tour operators of any size, from the smallest to the largest. Although the way each company is organised can differ – thus affecting the staff who will need to be involved in various actions – the handbook outlines the different roles that need to be brought together to develop and implement a sustainable supply chain policy and action plan.

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**Table 1: Tour Operators' Main Contracted Products and Suppliers**

<b>Elements of Tourism Products</b>	<b>Suppliers</b>
Accommodation	Hotels, bed & breakfasts, self-catering, (serviced) apartments, campsites, cruise ships
Transport to and from destinations	Public transport (e.g. trains), airports, scheduled air carriers, air charters, scheduled sea passages, chartered sea passages, coaches, cruises
Catering and food and beverage	Restaurants and bars, grocery stores, farmers, fishermen, local commerce/markets, bakers, butchers, food wholesalers
Ground transport	Car rentals, boat rentals, fuel providers, gas stations, coach rentals
Ground services	Agents, handlers or inbound operators in the destination
Cultural and social events	Excursion and tour providers, sports and recreation facilities, shops and factories
Environmental, cultural and heritage resources of destinations	Public authorities, protected site managers, private concessionaires and owners

### **The Benefits of Promoting a Sustainable Supply Chain**

Working with suppliers to integrate sustainability into the supply chain can benefit tour operators, suppliers, customers and destinations.

From a financial standpoint, improved sustainability can lower costs through greater operating efficiency, reduced waste generation, and reduced consumption of energy and water. Sustainability practices can also lead to increased revenue and shareholder value by generating more repeat business and attracting new business from customers that value good environmental and social performance. A strong positive reputation as a company that cares about sustainability issues, coupled with improvements to the quality of the tourism experience provided to clients, can result in increased customer satisfaction and loyalty, strengthened brand value, enhanced publicity and marketing opportunities, and better acceptance by local communities in destinations.

Good performance and a high-quality, sustainable product can also help a tour operator reduce the risk of conflict or problems with suppliers, governments, staff and local communities, and improve its status as a respected partner in destinations. This may mean enhanced access to key business resources such as capital, the ability to develop products to meet growing market demand, improved relationships with governments, and a motivated and loyal staff.

The costs and benefits of integrating sustainability criteria into the supply chain will vary for each company, depending on:

- Purchasing and contracting arrangements with suppliers;
- Availability of alternate suppliers in key destinations;
- Suppliers' current levels of sustainability performance and potential for change;
- Barriers to sustainability, such as external factors (see Box 1);
- A company's main sustainability and operational concerns (see Box 2); and
- Resources available to implement and promote sustainability throughout the supply chain.

**Box 1: Addressing External Factors That Affect the Supply Chain**

In some cases, external factors that are outside the control of either a tour operator or its suppliers may affect the sustainability of the contracted company's services. For example, a destination's wastewater treatment system, waste management scheme, policies on the protection of cultural and natural heritage or social conditions may all influence the sustainability performance of suppliers. Where such external factors limit improvements in sustainability performance, it may be necessary to work in partnership with local and national government authorities.

It is important to recognise that the circumstances and priorities of some destinations, particularly in developing countries, may be very different from those of industrialised countries, and to avoid approaches that would impose undue burdens on a destination. At the same time, however, working more actively with suppliers based in the visited destination can generate action from local authorities by sending a clear message about visitors' and companies' priorities for action. As more suppliers begin to adopt sustainable practices, the public sector also needs to respond by supporting adoption of sustainable practices for public utilities and infrastructure, such as solid waste treatment facilities, recycling opportunities, wastewater treatment plants and public transport.

## **Box 2: Issues to Consider When Developing a Sustainable Supply Chain System**

The following is a sampling of issues that tour operators may want to consider when creating a sustainable supply chain management system. When determining which issues to highlight in a sustainable supply chain policy, it is important to consider what a company stands for and what type of products it sells. A multi-stakeholder process that includes participants from each of a company's various groups of suppliers can help ensure that all relevant issues are considered.

### *Economic Performance Issues*

- Employee wages and benefits
- Local purchasing
- Revenue leakage
- Linkages with local suppliers and subcontractors
- Corporate responsibility-related payments

### *Environmental Performance Issues*

- Energy use
- Water use
- Waste management
- Wastewater management
- Contributions to biodiversity and nature conservation
- Chemical use
- Emissions (CO<sub>2</sub>, ozone depleting substances)
- Land conversion
- Air, water and land pollution
- Toxicity of materials and products used
- Indoor air quality
- Noise
- Purchasing guidelines
- Built environment (including protection of architectural, historical and archaeological heritage)
- Environmental management systems

### *Social and Cultural Performance Issues*

#### General

- Equal opportunities and non-discrimination
- Human rights (including implementation of the ECPAT Code against the commercial sexual exploitation of children)

#### Workplace

- Workplace conditions
- Labour relations (including fair treatment, fair wages, security of employment, working hours and employees' rights, such as freedom of association and collective bargaining)
- Health and safety
- Training and education
- Children in the workplace

#### Suppliers and subcontractors

- Labour relations and human rights practices
- Contracting with small and micro-enterprises, including those operated by indigenous, ethnic or minority groups
- Respect for rights of indigenous, ethnic and minority groups, and of local communities

#### Community

- Land and indigenous rights
- Consultation and participatory decision-making with the local population and affected stakeholders
- Contribution to community development
- Economic linkages with local communities

## STEPS TOWARDS A SUSTAINABLE SUPPLY CHAIN

### 1. Establish a Sustainable Supply Chain Policy and Management System

For a tour operator, effectively integrating sustainability into its supply chain will require the establishment of a coherent company policy and accompanying management system that set out clear targets and actions on economic, environmental and social performance. Building this system on already existing internal processes will help keep down the costs of implementation and promote integration within a company's overall operations.

To establish this policy, a company needs to conduct a baseline assessment of its tourism service suppliers' current performance on sustainability, to determine priority targets and actions. The management system should include procedures for monitoring, reviewing and reporting on progress made in integrating sustainability principles into the company's supply chain. This helps to ensure transparency and allow tour operators to adapt any policies or actions that are not achieving their stated goals. Progress can be measured against the initial baseline assessment.

#### 1.1 Create a policy

##### **Goal**

Develop a coherent policy for improving the economic, environmental and social sustainability performance of suppliers, and for integrating it into existing company management systems.

##### **Actions**

- *Building a team to develop and implement the policy*
  - Bring together representatives of each area or department in the company that may have a role in implementing the overall policy, or which may be affected by it (see Table 2).
  - Create a management team to develop and implement the policy at each stage, drawing on expertise from all departments.
  - Consider inviting one or more of your company's suppliers to participate in the policy and planning process.
  
- *Assessing the company's strengths and opportunities*
  - Assess the company's current position and policies and how they relate to sustainability issues.
  - Consider trends and potential developments, including product quality, supplier performance, and markets, as well as the way the company interacts with its suppliers.
  - Identify opportunities to improve the sustainability performance of suppliers.
  
- *Developing a policy*
  - Elaborate a common vision that can be shared by all departments in the company, based on the results of the strengths and opportunities assessment.
  - Discuss the common vision with key staff, and invite their suggestions for policies and actions to implement this vision.
  - Based on these discussions and the common vision, develop and agree on a policy and strategic goals for improved supply chain sustainability, and on the types of methods that could be used to meet these goals.

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**Table 2: Key Departments to Involve in a Sustainable Supply Chain Policy and Action Plan**

<b>Main staff and departmental competencies</b>	<b>How they can be involved</b>
Company Board	<ul style="list-style-type: none"> <li>• Provide resources and top-level support for the programme.</li> </ul>
Contracting Director and Managers	<ul style="list-style-type: none"> <li>• Use sustainability performance as a factor in selecting suppliers.</li> <li>• Incorporate sustainability clauses into contracts with suppliers (a company's buyers are the most important point of contact for suppliers and in some cases may be their only company contact).</li> </ul>
Country and Destination Managers and Representatives	<ul style="list-style-type: none"> <li>• Discuss sustainability issues and the company programme as part of regular contacts with suppliers.</li> <li>• Provide feedback and continuous follow-up with hotels and other suppliers.</li> <li>• Facilitate dissemination of policy and training and awareness materials.</li> <li>• Identify new local suppliers entering the tourism sector.</li> </ul>
Human Resources Director and Department	<ul style="list-style-type: none"> <li>• Incorporate sustainable action plans into job descriptions and staff appraisals.</li> </ul>
Legal Advisers	<ul style="list-style-type: none"> <li>• Provide legal advice on wording, inclusion and enforcement of sustainability clauses in suppliers' contracts.</li> </ul>
Marketing Director and Department	<ul style="list-style-type: none"> <li>• Develop marketing plan to reflect company's sustainable supply chain strategy.</li> <li>• Provide incentives to suppliers by offering additional promotion to those with good sustainability performance.</li> </ul>
Production Department	<ul style="list-style-type: none"> <li>• Examine the cost implications of the sustainability-induced changes required in the supply chain and their impact on prices.</li> </ul>
Quality/Health and Safety Department	<ul style="list-style-type: none"> <li>• Monitor quality and health and safety standards of suppliers.</li> <li>• Incorporate sustainability performance issues into monitoring of suppliers.</li> </ul>
Sustainability Unit	<ul style="list-style-type: none"> <li>• Provide day-to-day management and co-ordination of the programme.</li> <li>• Offer advice on sustainability issues, technical support, etc.</li> </ul>
Internal Communications or Training Unit	<ul style="list-style-type: none"> <li>• Provide assistance in development of training programmes for staff and suppliers on sustainability issues.</li> </ul>
<p><u>Note:</u> The main staff, departments and titles may vary, as companies have different structures. Nevertheless, however a company is structured, it will be important to involve key staff from all relevant areas. This table can help to identify the different competencies that need to be brought together to develop and implement a sustainable supply chain policy and action plan.</p>	

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## 1.2 Conduct a baseline assessment of suppliers

### **Goal**

Assess suppliers' current sustainability performance and their strengths and weaknesses, to generate data for designing a sustainability action plan, and to provide a baseline against which to measure progress over time and review and modify the sustainable supply chain policy and actions.

### **Actions**

- *Preparing an approach for assessment*
  - Develop assessment tools for measuring the sustainability performance of suppliers.
  - Select a sample of suppliers to involve in the assessment.
  - Consider prioritising certain supplier groups, based on ability to influence them and the ease of addressing any identified impacts. Trying to tackle every type of service and every supplier or contractor at the same time can be very resource intensive.
  
- *Assessing suppliers' current performance*
  - Use questionnaires, personal meetings and/or workshops to assess suppliers' current sustainability performance, strengths and weaknesses, their main concerns and the key areas requiring improvement.
  - Determine suppliers' general levels of awareness, technical capacity and desire to be involved in a sustainability programme. In particular, it is important to understand their motives and values, and to identify any potential challenges or barriers to sustainability.
  - Identify any opportunities for additional cooperation with external stakeholders, in particular local authorities or NGOs.
  - Ask suppliers for information on how they select their own suppliers. They may already implement a range of good practices, such as buying food from local producers and organic and/or fair trade suppliers.

## 1.3 Prepare and implement an action plan

### **Goal**

Prepare an action plan for implementation of policies for improving the economic, environmental and social sustainability performance of suppliers, taking into account suppliers' strengths and weaknesses and existing company management systems.

### **Actions**

- *Defining actions and setting targets*
  - Define and agree on actions and targets to be achieved, based on the company's sustainable supply chain policy.
  - Ensure that targets are *SMART* (Specific, Measurable, Achievable, Realistic and Time-specific).
  - Set standards by which to measure suppliers' performance (see Box 3).
  - Ensure that standards are achievable. It is better to set standards that are achievable and can provide real satisfaction for suppliers and staff, rather than set over-ambitious standards that are unlikely to be achieved.
  - Develop an action plan to implement the strategy and meet set targets
    - Agree on specific responsibilities for each department and the resources they will need to implement them, such as training or technical information. Incorporate departmental action plans in regular company procedures for reviewing progress and staff appraisal.

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- Prepare a timetable for implementation of the overall plan and for each individual action.
- *Getting the word out*
  - Inform suppliers about the sustainability policy and action plan, and the benefits of improved environmental, social and economic performance, through normal company communication channels, dedicated workshops and personal meetings between suppliers and company representatives.
  - Inform staff about the sustainability policy and action plan through training workshops, briefings and feedback materials, and internal capacity-building on how to raise awareness of the policy and provide support to suppliers (see Box 4).
  - Establish a system to keep staff informed of progress, for example through staff newsletters and the intranet.
- *Putting the plan into action*
  - Consider prioritising suppliers for involvement in the first stages of the programme, based on economic and managerial considerations. It may be more practical to begin with just a few destinations and/or selected suppliers, rather than trying to introduce it everywhere at once.
  - Recognise that suppliers may have different priorities for improvements and are likely to make progress at different rates.
  - Understand that change takes time. It is important to focus on achieving continuous improvements, rather than trying to achieve everything all at once. The key is to initiate programmes with all suppliers to improve their performance and see measurable improvement over time.
  - Consider working with other partners, including public authorities, NGOs and other tour operators operating in the same destination, to help encourage sustainability performance improvements amongst all suppliers, for example by developing a common approach in certain geographic or supplier areas.

### **Box 3: Setting Sustainability Performance Standards and Purchasing Criteria**

Setting standards for specific aspects of sustainability performance is a central part of any system of preferred contracting based on sustainability criteria. A company's standards should reflect the key sustainability issues that form the basis of its sustainability policy (see Box 2).

The standards will provide criteria that a company can use in selecting suppliers and in offering additional promotional opportunities and incentives to its suppliers (see Section 2.3). They can also be included in any contracts signed with suppliers (see Section 3).

Standards may be either performance-based (based on specific levels of performance), process-based (based on mandated procedures and practices), or both. Standards should be set sufficiently high so that they represent a real improvement by suppliers, but also at a level that is realistically achievable. They should also be flexible enough to accommodate different local socio-economic and environmental conditions and the varying sizes and technical capacity levels of suppliers.

It is useful to involve staff and suppliers in defining sustainability performance standards. A company's suppliers can provide valuable insight into local issues and conditions that may affect the potential to improve their sustainability performance.

In some cases, tour operators own and run accommodations or other facilities, and thus have direct control over the implementation of any sustainability measures. Such facilities should comply with, and preferably exceed, standards that tour operators require of other external suppliers with whom they contract.

### Box 4: Internal Training

Establishing a programme for working with suppliers will also require *internal* actions by tour operators themselves. In particular, tour operators will need to consider how to promote the programme within their companies and how to build staff capacity both to support suppliers in improving their sustainability performance and to monitor their progress. New staff training modules and awareness-raising exercises can be developed or incorporated into existing training programmes.

Implementation of a sustainable supply chain strategy may also require changes to individual staff roles and responsibilities. For example, staff involved in health and safety monitoring of hotels may also become involved in monitoring some aspects of sustainability. Such changes will need to be agreed with relevant departments, which should be given appropriate resources and support, such as training, written guidance, technical information and advice. Keeping staff members informed of progress – for example by posting progress reports on staff notice boards and intranet sites or including information in staff newsletters – can also help encourage employees to promote and implement a new sustainability policy.

#### 1.4 Monitor and report on progress

##### **Goal**

Monitor and report on progress made in integrating sustainability into the company's supply chain, to ensure that goals have been achieved and to identify any potential problems.

##### **Actions**

- *Creating and implementing a monitoring system*
  - Select appropriate indicators for monitoring performance. The Tour Operators' Initiative has developed tour operator-specific performance indicators for use with the Global Reporting Initiative's Sustainability Reporting Guidelines, available at: <http://www.globalreporting.org/guidelines/sectors/tourop.asp> and [www.toinitiative.org/reporting](http://www.toinitiative.org/reporting).
  - Hold regular meetings with relevant individuals, to review progress and help sort out problems as they arise. Key staff in each area often understand best where and how improvements can be made, and involving them in the process helps to build and maintain their commitment to sustainability.
  - Ensure that monitoring is frequent enough to detect problems at an early stage, so that corrective action can be taken if needed.
  - Identify and refine the most successful approaches to improvement of sustainability performance across the company's supply chain.
  - Store information collected through monitoring in a central database.
  - Learn from successes and difficulties in implementing planned actions and modify plans accordingly; use the results of a progress review to plan for the year ahead.
  
- *Reporting on performance*
  - Report internally by communicating the results of monitoring back to staff, to show what has been achieved, recognise their commitment to the project and remind them of the programme's objectives and targets.
  - Agree on the format for a public report on supply chain sustainability, for example as a separate report or a section of the company's annual report.
  - Consider using a third party to review the company's sustainability report before publication.
  - Disseminate regular reports on progress to demonstrate a commitment to improving overall sustainability performance in the supply chain to key stakeholder groups,

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including suppliers, staff, customers, media, destinations, and others in the tourism industry. Reporting also helps to foster openness and discussion about problems and successes and enables companies to more effectively prioritise future activities.

## 2. Support Suppliers in Reaching Sustainability Goals

Tour operators are well-placed to support suppliers in improving their economic, environmental and social performance. As tour operators interact directly with potential customers, they understand their clients' growing demands for high quality and sustainability. They also often have access to technology and information that smaller suppliers may have difficulty obtaining on their own. Because tour operators deal with a wide range of different suppliers, they can more easily gather information on a variety of best practices and facilitate the sharing of experiences amongst suppliers.

There are a number of ways that tour operators can enable their suppliers to improve their sustainability performance and meet set sustainability criteria and targets. Three of these measures – awareness raising, technical support and the provision of incentives – are discussed in this section. The appropriate mix of support measures for each company and supplier will depend on the results of the baseline assessment (see Section 1.2) and the approach that the company has chosen to adopt for implementing its sustainable supply chain strategy.

### 2.1 Raise awareness on sustainability issues

#### **Goal**

Raise awareness amongst suppliers on relevant sustainability issues and demonstrate why sustainability performance is important.

#### **Actions**

- *Developing awareness-raising messages on sustainability*
  - Take into account feedback from suppliers, existing relationships with targeted supplier groups, the level of interest amongst suppliers in participating in the programme, and suppliers' current capacity and priorities for performance improvement.
  - Design messages based on the dissemination channels that will be used to raise awareness, such as mailings, personal visits, workshops, etc.
  - Identify potential partners and support. Local partners, such as business associations or training institutes, can help open communication channels with local suppliers, especially amongst smaller enterprises, and may be influential in reinforcing awareness-raising efforts.
  - Keep messages simple. Focus on key issues that are important to the company's situation and its suppliers.
  - Provide information in the awareness-raising materials on the overall strategy and time frame for the company's sustainability programme.
  
- *Communicating sustainability messages to suppliers*
  - Identify the characteristics of each group of suppliers, including their values and concerns, and select appropriate tools, media and styles to best reach these target groups. Tools might include workshops, bilateral meetings or dialogues, briefing materials and feedback forms for staff, checklists and questionnaires, or printed materials, such as leaflets, posters and manuals.
  - If questionnaires or checklists are used, indicate clearly what the information gathered would be used for. Consider preparing a summary report on the results, for example, highlighting sustainability issues identified as priorities by suppliers and illustrating the general level of performance for each of the issues addressed. Disseminate this summary report internally and to suppliers, to enable them to understand how they operate compared to other suppliers.

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- Use personal communication wherever possible. Staff in contact with suppliers can provide up-to-date information on sustainability issues and the company's progress. Trained staff should be available to inform suppliers about environmental and social issues, provide contact phone numbers, make personal visits, etc.
- Ensure that sustainability issues are followed up and discussed regularly with suppliers.
- Encourage feedback from suppliers to help evaluate the effectiveness of awareness-raising activities and provide important information on the attitudes of target groups to sustainability issues. This feedback can be used to refine awareness-raising activities and plan future developments.
- Monitor the response to the awareness-raising actions. Check how suppliers and staff respond to the project, recognise and appreciate results, and support continuous improvement. A newsletter may be a good way to publicise examples of good practice and progress made by particular suppliers.

### Example:

#### Promoting Good Practice in the Accommodations Sector

The Tour Operators' Initiative and Conservation International have developed '*A Practical -Guide to Good Practice: Managing Environmental and Social Issues in the Accommodations Sector*'. The guide provides accommodation suppliers with information on energy management, water use management, wastewater management, waste management, chemical use, purchasing, contributions to biodiversity and nature conservation, contributions to community development, social issues in the workplace, and environmental management systems. The guide also provides a list of sources of further information on these topics. More than 30,000 copies of the guide have been disseminated by the members of the TOI to their contracted hotels world-wide. The guide has been translated into French, Spanish, Turkish and Portuguese. For an electronic version, see [www.toinitiative.org](http://www.toinitiative.org) or [www.celb.org](http://www.celb.org)

## 2.2 Provide technical support on sustainability actions

### Goal

Support suppliers in improving their sustainability performance, particularly in areas that have been identified as priorities.

### Actions

- *Assessing where support is needed*
  - Determine where technical support is needed amongst suppliers and establish targets for improvement.
  - Identify the most appropriate technical support and capacity-building actions to match the suppliers' and company's targets.
- *Developing and delivering support*
  - Identify, develop and deliver the most appropriate and effective technical support tools for suppliers, including printed material, workshops, bilateral meetings or dialogues, briefing materials and feedback forms for staff, training sessions, checklists and questionnaires, and telephone and on-line information and support services.
  - Provide training and practical education opportunities to suppliers' staff at all levels, including managers, engineers, hotel maids, catering staff, guides, etc., on reducing resource use and procedures for waste separation and recycling.
  - Offer links to networks of local, national and international advisers on sustainability and business issues who can provide on-line and on-site assistance to suppliers – for example local experts on environmental and socio-economic issues, possibly in collaboration with local trade associations and non-governmental organisations.

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- Consider promoting the use of eco-labelling schemes to support improvement and provide information on technical issues tailored to a specific destination (see Box 5).
- Identify external sources of information and support. Numerous technical materials on environmental management and solutions are already available through international and national hotel associations, international organisations and NGOs. Arranging for suppliers to contact these sources directly can help such organisations disseminate their resources more widely and avoid overwhelming an internal team with requests for information and support, which might be difficult to meet with limited internal resources.

### Box 5: Eco-labels – Third Party Verification of a Supplier’s Performance

Eco-labels are a useful tool for tour operators seeking to contract sustainable suppliers. Because suppliers’ performance is assessed and monitored by an independent body according to externally set standards, using these schemes may reduce the level of resources required for implementation of preferred contracting of sustainable suppliers. However, the pre-set standards used by the certifying body may not fully match the requirements of a tour operator, and there are many different certification and eco-labelling bodies with different standards, many of which only apply to certain regions. Thus, it may be difficult to find an appropriate certifying body or scheme that is credible and rigorous.

Further information on eco-labels can be found in:

- The World Tourism Organization’s 2002 report, '*Voluntary Initiatives for Sustainable Tourism*', which provides a world-wide inventory and comparative analysis of 104 tourism eco-labels, awards and self-commitments.  
Available at: <http://www.world-tourism.org/cgi-bin/infoshop.storefront>
- The UNEP report, '*Ecolabels in the Tourism Industry*', which provides information on how credible and effective eco-labelling schemes should be structured.  
Available at: <http://www.uneptie.org/pc/tourism/library/ecolabels.htm>

### EXAMPLES

**LTU Touristik** has developed a technical manual to help contracted hotels improve their environmental performance. The manual includes sections on drinking water, outside areas, energy, purchasing, waste and communication. When possible, the manual is distributed personally to contractors, and technical support is provided by LTU Touristik’s Environmental Department.

**MyTravel Northern Europe** provides training sessions and a detailed manual to hotels participating in its ‘50 Steps Towards a Better Environment’ programme. The company also