ARCADA

Visibility of environmental sustainability in destination: Monaco

Kristina Bashkova

DEGREE THESIS	
Arcada	
Degree Programme:	International Business
Identification number:	6055
Author:	Kristina Bashkova
Title:	Visibility of environmental sustainability in destination: Monaco
Supervisor (Arcada):	Susana Fabricius
Commissioned by:	Christa Tigerstedt

Abstract: Tourism is one of the biggest and still growing industry. It has positive and negative impacts on the environment, unfortunately mostly negative ones. Therefore, it is crucially important that every destination protects our environment. Since more and more people are aware of negative impacts, visibility of environmental actions of destinations is necessary. That is why topic of this thesis is "Visibility of environmental sustainability in destination Monaco". Monaco was chosen as a case destination because it does not have environmentally sustainable image from tourist´s perspective. This research mainly concentrates on environmental actions of Monaco and visibility of them. There are three research questions: 1.How visible is environmentally sustainable strategy in destination Monaco? 2.Does it (visibility) create an added value for travelers? 3.How are tasks/strategies mentioned in the report visible after some years? Primary and secondary research have been done. As primary research, email interview with tourism manager has been conducted. In addition to the interview, desktop research has been done. For the desktop research model was created and according to that model, public documents were analyzed. For the second research, theories on topics like tourism and its players, tourism and environment, destination management and key players were touched. At the end, environmental sustainable model of Monaco was created. As part of the model, there are external factors that affect Monaco and internal actions of Monaco´s government. It was found that Prince Albert the Second is taking control over environmental protection with the help of other key players. The Principality mostly concentrates on protection of natural gardens, beaches, on cutting greenhouse gas emissions, on protecting marine world and on education of visitors. Visibility of these actions is the weakest point. Monaco is using newspapers, one brochure and eco-labels in order to reach public, however that is not enough. To conclude, Monaco has been working towards the right direction when it comes to environmental sustainability. However, their environmental sustainability is visible to some extent. The Government should create bigger awareness by publishing environmental strategic plan, more brochures for tourists and distribute them among all attractions. The Principality should create more events and campaigns that are targeted towards visitors. Visibility definitely creates an added value for travelers and will benefit to the destination itself.

Keywords:	Tourism, Destination management, monaco Sustainability, environmental sustainability, environment, tourism impacts
Number of pages:	58
Language:	English
Date of acceptance:	14.11.2017

Table of Contents

1 INTRODUCTION

Tourism is one of the largest growing industry. It provides lots of jobs and brings advantages to the destination.

Nonetheless, like other fast developments, it has a negative impact on the destination: like cultural heritage loss, economical degradation and most important one is ecological degradation. These impacts lead to importance and popularity of sustainable tourism. According to UNESCO sustainable tourism, it is type of tourism that respects both local people and travelers, culture and environment. (Fien, UNESCO)

Various research has been done on importance of sustainable tourism. Tourism industry can pressure fragile ecosystems, disrupt wildlife, compete for the use of scarce resources such as land and water. The concept of sustainability has been out there for quite a while, however it keeps evolving and becoming more recognizable nowadays. Cooper (2012 p. 120) in his book introduces three pillars of sustainability. These pillars are economic sustainability, social sustainability and environmental sustainability. For this thesis, I am going to concentrate on environmental sustainability which focuses on steward of resources and managing and conserving the environment and will involve the notion of "limits of growth".

In my work, I am going to look closely at the destination – Monaco. To understand Monaco as a destination, it is important to draw a profile of a country.

Monaco is the 2nd smallest country in the world, it has 0.75 square miles in area. The Principality is a hereditary and constitutional monarchy. It is easy accessible by European motorway, helicopter links, ships and by airplane (the closes airport in Nice).

Vision of the country is to be a country generating model: a model of life, a model of development, model of well-being and model of peace. The values are hospitality. The strategy is to enhance the attractiveness. All these was established By Prince of Monaco Albert the Second. (Zubrilova *et al.* 2014)

Monaco counts to be as one of the famous destinations. It is well-known for its high 5 start hotels and famous events. It is also one of the most popular destinations for celebrities' due to the classy lifestyle, extravagant nightlife and shopping. Tourists are

attracted to Monaco due to its famous casinos and glamourous reputation. (Sampat Darpan 2014)

Monaco is not just a destination, it is an attraction hub. Although Monaco stays a worldwide destination for luxury tourism, the Principality is also working on attracting new tourists. (Government of Monaco website, 2017) . According to data worldbank, there were 331 thousand of overnight tourists in 2015 and that number has been growing since 1995. In 1995 there were 233 thousand overnight tourists. The average length of stay is 3 nights and the average cost per night is about 300 euros. (dataworldbank. 2017)

I am going to look at Monaco as a destination from the environmental sustainability perspective.

Destination- was managed and marketed as a luxury destination from the past. Travelers visit Monaco to feel special and get that exclusivity. However, now trends and consumer´s demands are changing, sustainability is a trend that should be followed up with by destination, in order to stay in demand. It is crucial for Monaco as a destination establish environmental sustainability plan and let businesses in this sector to imply it. However, it is not just enough to create the plan and implement it, it is important to make it visible for tourists, so they are aware of it and would be attracted even more to the destination.

Therefor I would like to find out how visible Monaco´s environmental sustainability strategy for tourists.

1.1 Research problem and research questions

Due to awareness of importance of environmental sustainability among tourists, Monaco needs to be on track and follow all regulations and make the destination environmentally friendly. For now, the destination itself is known for its high/exclusive events. Since 2008, Government of Monaco established Sustainable Development

approached and started to take eco-responsible actions. It is possible to find their actions in the report online[1] that I am going to look at closely later in this work.

Nonetheless, it is not just enough to establish the plan but it is important to spread awareness of it. The problem that is going to be looked at in this thesis- Monaco is not being associated with environmentally friendly destination.

Therefore, my Research Questions are:

1. **How visible is environmentally sustainable strategy in destination Monaco?**
2. **Does it create an added value for customers (travelers)?**
3. **How are the tasks/strategies mentioned in the report visible after some years?**

The first research question is the main one and others are sub questions which will help me to reach aim of the research.

1.2 Aim of the research

My research aim is to discover Monaco´s environmentally sustainable strategies and visibility of them.

I have found that they have started environmental actions, in order to attract various types of tourists. They have implemented strategy that will improve environment in their destination. However, it might not be easily available for public eyes. I would also like to look at government´s role in making Monaco environmentally friendly destination.

---

[1]   http://www.visitmonaco.com/us/Brochures/Brochures- A Responsible Tourism Destination

1.3 Material Description

This thesis is divided into two parts: primary research and secondary research. For my primary data, I conducted an interview with VisitMonaco tourist office authority who is responsible for destination management.

With the help of my interview, main aim was to find out: their opinions, what has been done, what could be done to make their strategic plan more visible. Second part of my primary research is desktop research. During my desktop research, I looked at and analyzed Monaco´s environmental plan that is available online and actions by other key players in accordance to this plan. For the secondary research, I concentrated on theories and findings that helped me to support my arguments. I looked at tourism books (e,g Cooper/Hall), journals, previous studies and researches.

1.4 Definitions

In this section, I outlined important definitions in order to understand the insights of the topic.

Tourism: activities of a person travelling to and staying in places outside of their usual environment for not more than one year for leisure, business and other purposes. (Cooper 2012 p. 13)

Visitor: person who is traveling to the place other than his/hers usual environment for less than 12 months. Visitor covers all the forms of tourism. (OECD Dictionary)

Tourist: is a visitor who is staying away from home for one or more nights for any of the purposes. Tourists can be domestic or from abroad. (Tourism definitions)

Sustainable tourism: Tourism that takes full account of its current and future economic, social and environmental impacts, focusing on needs of visitors, the industry the environment and host communities. (Cooper 2012 p. 123)

Environmental Sustainability: focuses on stewardship of resources and managing and conserving the environment. (Cooper 2012 p. 121)

Destination: is a physical space in which tourists spend at least one night. It includes tourism products like attractions, support services and tourist resources within one day´s return travel time. Destination also includes physical and administrative boundaries. (Cooper 2012 p. 32)

Destination management: is about managing the place correctly in order to deliver high-quality experience to the visitor and attract more of them. It provides the tools to produce sustainable and competitive tourism at the destination. (Cooper 2012 p. 40)

2 METHODOLOGY

In this chapter, I am going to talk about method that has been conducted, in order to answer my research questions. Firstly, I will start with general descriptions of my choices and then will move to my case.

According to Business Dictionary definitions (2017), method is a process that used to collect information and data for making certain decisions and conclusions. The methodology can include interviews, surveys and other research techniques and can include present and historical information.

Research methodology is a way to systematically solve the research problem. In research methodology, various steps are studied, that are generally adopted by the researcher in studying the research problem and logic behind it. It is important for the researcher to know not only the research methods but also the methodology. (Kothari 2004 p. 8)

Methods can be quantitative and qualitative. Quantitative research emphasizes quantification in the collection and analysis of data. Usually, the data should be numerical. (Bryman *et al.* 2011 p. 150) In other words, quantitative research is based on the measurement of quantity or amount. (Kothari 2004 p. 3)

Qualitative research, on the other hand is a research strategy that emphasizes words rather than quantification in the collection and analysis of data. (Bryman *et al* 2011 p. 26-27) Such research usually generates results in non-quantitative form. General methods that are used in qualitative research are focus group interviews, projective techniques, qualitative interviews, participant observation and the collection and qualitative analysis of texts and documents. (Kothari 2004 p. 5)

As I chose qualitative method for my research, I will describe it in more details.

According to Kothari (2004 p. 3), qualitative research is a good method when investigating the reasons for human behavior (e.g. why people think or do certain things). Motivation research is park of qualitative one and it aims to discover the underlying motives and desires, by using in depth interviews for the purpose. Qualitative research is very common and important in the behavior sciences. That type of method helps to analyze various factors which motivate people to behave in particular manner or which make people like or dislike a particular thing.

2.1 Interview

Interviewing is one of the most common research method in qualitative research. In order to answer my research question, it is quite important to understand thoughts, motives and behavior of people who work on environmental sustainable plan of Monaco and who maintains it. Therefore, I concluded that interview would be very helpful in order to reach best answers.

The two main types of interviews are unstructured interview and the semi structured interview. It is important to remember that in qualitative research, interview doesn't stand alone, it has a meaning only in terms of other observations. (Bryman *et al*. 2011 p. 465) Interviews are usually flexible and going off the interview guide is usually encouraged. Through that way research will get more in depth, detailed answers. (Bryman *et al*. 2011 p. 466-467)

For my research, I have chosen semi-structured interview. I made an interview guide, however I had flexibility to add additional questions and clarify answers. (Bryman *et al* 2011 p. 467) I have chosen that type of interview, so I could prepare in advance and

have set of topics that are important to cover for my research. However, I still wanted to have flexibility and able to have flowy conversation. In order to get more insights, I used different type of questions, like open questions, directing questions, introducing questions. My strategy was to start with general questions about the topic and then go into specifics.

Besides different types of interviews, there are different ways of conducting interviews: e.g. in person, through email and through the phone. My original plan was to conduct personal interview as there is an ability to get to know the person, have dialog, see emotions and get immediate response. However, due summer work overload and crazy schedule, the interviewee had to cancel our meeting and I had to find other way to conduct the interview. Therefore, after reading, I decided to use email interview and send questions through the email. By that time, I had established a good relationship with interviewee and good contact. She was more than happy to help me.

On one hand, there are few disadvantages to this way of interviewing: they are: not able to establish personal contact, not able to see one´s reaction, interviewee has time to think carefully before answering, answers might be short and resulting in missing important information and not able to ask to follow up questions immediately. (Lokman 2006 p. 1292) However, since I have already established good relationship with interviewee, she responded very extensively, fast and was ready to cooperate further on and answer addition questions.

On the other hand, besides all disadvantages, there quite many advantages to this way of interviewing. It is low cost and efficient way as person does not need to travel, time efficient answers in electronical way and therefore easier to proceed and analyze.

Some people might be shy and not true themselves while having personal contact, through email interview, interviewee can be himself, can have time to think and no extra pressure. Some participants are also express themselves better in writing rather in talking, especially if English is not their first language.

There was a study done on email interviewing by Lokman (2006 p. 1284), he found out that nowadays it is quite widely selected way of interviewing and it was found in order to conduct more effective research while retaining or improving quality. It is important

to remember that online, in- depth interview, differed to email surveys as it involves multiple emails exchanges over an extended period of time. (Lokman 2006 p. 1284) It was also found that the quality of responses gained through online research is the same as responses produced by traditional methods. In addition, this study found that participants, who were interviewed via email stayed more focused on the interview questions and provided more reflected in-depth answers. (Lokman 2006 p. 1291).

In order to succeed in interviewing via email, it is crucially important to make questions constructed and understandable for interviewee as they do not have to waste their time for re-asking and getting frustrated.

2.2 Desktop Research

Desktop Research is going to be my second method in order to answer my research questions. Usually the main challenge of desktop research is to find the right document and check its creditability.

For the desktop research, I am going to analyze a public document that is made by government of Monaco. I have also taken into account biases of the report as it was made specially for public eyes. Nonetheless, such reports are interesting to analyze because of the biases they reveal. Usually, people who write such reports, have particular point of view that they want to get across (Bryman *et al.* 2011 p. 550-551)

The document I analyzed, can be found on visitmonaco.com website or in print and describes environmentally sustainable plan and actions for the municipality. It can be accessed by anyone.

I read through it, analyzed it and identified what has been promised and which actions has been taken. I also analyzed what kind of certificates Monaco has gained and what kind of programs they established. In addition, I looked at language that has been used, main idea of the document, communication with the reader, general theme and topics that are covered.

Model for desktop research has been created. (see page 37)

2.3 Questionnaire

For my interview, I created an interview guide which consisted of eight open questions. First set of questions were general regarding the topic and they helped me to set the direction of the interview. Other questions were aimed towards personal opinion of the interviewee and last ones were about the future of environmentally sustainable destination-Monaco. All these questions can be linked to the theory and a good support for the rest of the material that is present in this work.

In this paragraph, I will go through questions that I made up. First two questions are concentrated on visibility of environmental sustainable strategy of Monaco. First question is asking how and why it is important, in the opinion of the interviewee and the second question concentrates on how should it be visible in general. These two questions are related to the theory regarding sustainability and its importance in tourism.

Next questions are about environmental strategy of Monaco. I asked my interviewee to explain what has been done and what is going to be done in the future. Afterwards, I am interested in her opinion on visibility of the specific plan and how easy it is to find.

To finish off my interview, I wanted to see how do authorities of Monaco classify their destination and are they aiming to move more towards eco destination title. In addition, future goals are going to be discussed.

2.4 Interviewee

In order to choose my interviewee, I contacted visitMonaco organization and described my situation. In addition, I asked them to advise me the most suitable person for this interview. Monaco Government Tourist and Convention Authority forwarded this message to the Responsible Tourism Manager, who has a great overview of the tourism in Monaco, how everything works there and what are the regulations. She was the best for my interviewee as she worked on governmental level, knew all the important players and all the strategic plans went through her.

I conducted my interview the second week of July. As I mentioned at first, we were supposed to meet, as I was in Monaco during that time, however, unfortunately she

explained that July is one of the busiest months of the year and she had to cancel our meeting last minute. Afterwards, we came to the common agreement that we shall continue our conversation over the email.

3 THEORETICAL FRAMEWORK

In this chapter I am going to look at main theories that are going to help me to answer my research goals. The main theories will be related to the topic destination management and environmental sustainability.

3.1 Tourism and its players

In order to understand tourism, it is good to think about it as a system. It is important to incorporate nor only tourists and businesses but also societies and environments. Tourism is connected and every part of tourism relates to every other part and not a single party has a complete control over the system. Therefore, it is important to remember that any decision and actions that are taken by business will have consequences for other components of the system. (Holden 2000 p. 7)
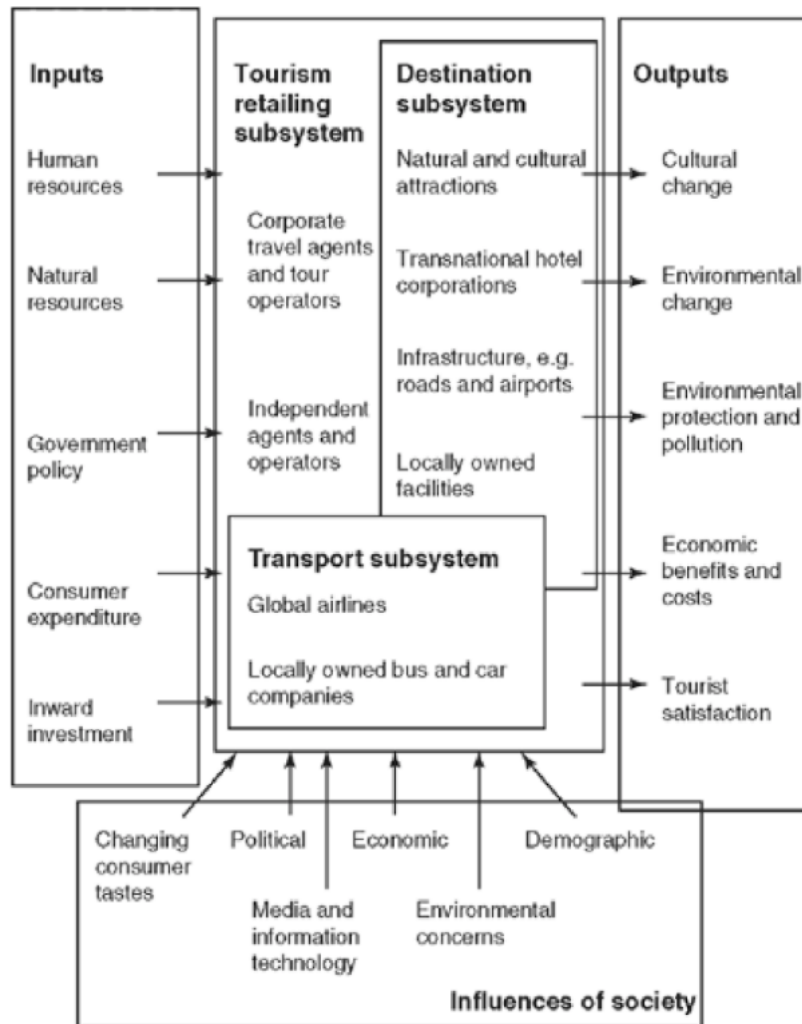
Figure 3.1 The tourism system: an environmental perspective. (Source: Andrew Holden (2000), Originally Laws (1991)

Figure 3.1 shows the whole complex system of tourism, it presents all the actors and outputs. It can be seen that environmental change and environmental pollution are ones out of all outputs and society that has an influence on environmental concern. Important inputs from an environmental perspective include natural and human resources. Tourism can both conserve and pollute the physical environment. (Holden 2000 p. 8)

Holden (2000 p. 10) suggests that at the end of the 20th century environmental concerns began to exert an influence upon tourism by the emergence of new forms of tourism like ecotourism.

3.2 Sustainability

According to UNESCO sustainable tourism, it is type of tourism that respects both local people and travelers, culture and environment. (Fien UNESCO)

Plenty of research has been done on importance of sustainable tourism. Tourism industry can pressure fragile ecosystems, disrupt wildlife, compete for the use of scarce resources such as land and water. The concept of sustainability has been out there for quite a while, however it keeps evolving and becoming more recognizable nowadays. Cooper (2012 p. 120) in his book introduces three pillars of sustainability (Figure 3.2). These pillars are economic sustainability, social sustainability and environmental sustainability. For my thesis, I concentrated on environmental sustainability which focuses on steward of resources and managing and conserving the environment and will involve the notion of "limits of growth".

Figure 3.2 Three pillars of sustainability. (thwink.org)

World Tourism Organization(WTO p. 2) claims that all types of tourism should be sustainable. According to United Nations Environment Programme and World Tourism Organization (2005 p. 11) some institutions implied that sustainable tourism is a kind of tourism that is for certain market niche which is interested in environmental and social impacts. However, this is a dangerous claim. Sustainable tourism in other words, tourism that is based on the principles of sustainable development and should be

16

referred as an objective to all types of tourism. This term refers to the conditions of tourism and not type. It is important not to confuse sustainable tourism with ecotourism. Ecotourism refers to the product niche. Sustainability needs to be taken into account while planning, developing and operating destination. It is a continuous process of improvement and is equally implied to the cities, resorts, rural and coastal areas, mountains and protected areas. (WTO 2005 p. 12)

In addition, Cooper (2012 p. 122) presents Hunter´s (1995) four different types of tourism sustainability that there are different levels of both sustainable commitment and permissible tourism development.

1. **Very weak sustainability/strong tourism imperative:** It happens usually at early stages of tourism, where destination is just growing. In this type, there is more concentration on satisfying the demands of tourism sector and tourists than on destination resources.

2. **Weak sustainability/product led tourism:** In this type tourism remains dominant over sustainability, although the need for resource conservation is recognized.

3. **Strong sustainability/environmental-led tourism:** This is a type of sustainable tourism in which environmental aspect is the most important factor in destination management. It also includes eco-tourism

4. **Very strong sustainability/limited tourism:** In this type tourism activity is small in scale in places where it is discouraged to cause any environmental damage.

As it can be seen from these four types, first one and the last one are both very extreme ends, therefore for destination it is important to recognize the middle line that destination is both tourist attractive and at the same time sustainable.

United Nations World Tourism Organization (UNWTO) is one of the biggest key players in destination and it promotes sustainable tourism.
UNWTO (2005) suggests that sustainable tourism should compromise two elements. One of them is the ability of the environment to absorb and benefit from the tourism in a positive way. It is important that tourists are aware of the issue and pursue sustainable consumption, make optimal use of environmental resources.

3.2.1 Environmental effect on tourism

The rapid growth in demand for international tourism happened during late 20th century and it has resulted in the raising of ethical concerns over how the physical environments of destinations are used for tourism. This factor also led to the growing interest in the environmental effects of tourism from governments, non-governmental organizations (NGOs), the private sector and the public. In 60s, tourism considered to be environmentally friendly industry, however this perception changed overtime. By the 80s, global environmental problems resulting from human actions had begun to become popular media items. By the end of 90s, tourism development had for the first time been attacked directly by eco-warriors. The tourism industry began to take actions over the environment, that means that many tour operators, hotels and airlines started to improve their credibility. (Holden 2000 p. 64 - 65)

This trend also affected tourists: they also became more interested in environmental aspects of tourism. "Green tourism", "Eco-tourism", and "Sustainable tourism" became favorite phrases in the industry and still stay today. (Holden 2000 p. 67- 68) As tourism industry has approached 21st century, organizations have to make environmental issue as a priority. Like Holden (2000 p. 68) also suggested, environment is taking a central stage in tourism development. Tourism has a positive and negative impact on environment. In this sub-section, these impacts will be described.

Although there is a strong conflict between tourism and environment, there are still three areas where tourism can have a positive impact on the environment according to Cooper. (2012 p. 79)

1. **Conservation:** Tourists are aware of areas of natural beauty and their built heritage.
2. **Environmental education:** Raising awareness for tourist about environmental values.
3. **The Built Environment:** Tourism brings a range of benefits for the built environment. Built environment is when landscapes and buildings have been designed for tourism purposes.

Holden (2000 p. 97-98) also analyzed positive impacts of environment in his book "Environment and Tourism", he suggests that when talking about positive impacts of environment, it is good to look at it in a way that tourism is being used as a way of protecting the environment from more damaging forms of development activity like mining and logging. It is quite certain that long-term economic success of tourism is often dependent upon maintaining a good quality in the natural environment, which will satisfy demands of tourism and will attract even more. Tourism can also have impact on restoration of redundant industrial areas and of historic sights. In addition, this industry provides more employment opportunities.

However, besides the positive impacts, negative impacts, sadly, are much easier to list. Due to mass tourism flora and fauna are being damage and risk of climate change is being increased. These factors like water supply and quality, land use and energy need to be remembered. Intensive usage of natural resources can result in water shortages, energy and food. The use of natural resources also leads to the transformation of ecological habitats and loss of flora and fauna. (Holden 2000 p. 68) Besides of tourism industry, there are plenty of other ones that illegally use or overuse natural resources. Therefore, it is crucial that each destination make sure to do everything in order to protect our environment. (Muhanna 2006)

In addition, tourists pollute destinations and therefore creating an impact on global level. Solid waste and littering harms the natural environment. When talking about pollution, it is necessary to think about water, noise, air and aesthetic pollution. In destinations, the effects of pollution are often associated with the level of tourism development and the degree of planning of implementation and environmental management controls. (Holden 2000 p. 68)

Another important type of concern is human behaviour towards the destination environment. Local people are encouraged by revenues to be gained from tourism and tourists may display ignorance for the environment and have inappropriate behaviour. All these can lead to negative consequences for the physical environment. The perfect example is: tourists are ruining corals by walking over, while at the same time local people breaking corals in order to sell them.

In addition, it is good to remember that sometimes the threat to wildlife can be more direct, especially in communities where the level of environmental education is low. (Holden 2000 p. 68, 89)

When talking about climate change, according to Cooper (2012 p. 83) there are three key ways to address this issue:

1. Offset the carbon emissions created by tourism
2. Reduce the impact of tourism on climate by changing industry practices and make sure that consumers are aware of this
3. Adapt consumers and destination to climate change.

Like it was mentioned above, tourism has a negative impact on climate change and at the same time it is a key challenge for more environmental sustainable destination. It is a major issue because climate change will have consequences for tourism and at the same time tourism is a contributor to climate change. In a way, it is a closed circle.

Climate change can ruin coastal destinations because of rising sea levels, increasing frequency of storms, beach erosion and disrupted water supply. In addition, changes in temperature will affect market appeal.

At the same time, according to World Trade Organization guidelines (2002 p. 13) tourism contribute up to 5.3 percent of global greenhouse gas emissions, and 90% of it due to the transport. Air transport accounts of 3.5 per cent of the world´s use of greenhouse effect. Since air transport is one of the most used transport, level of greenhouse gas emissions will raise.

3.2.2 Implementation and Regulations/ Certifications

Sustainable tourism in general is quite hard to implement in practice, mostly because it is part of complex social and environmental systems. It is important to education employees and tourists about this impact. One of the ways is to make a marketing campaign on sustainable tourism, other way is to go through audits and earn labels and certificates. The second option is more popular nowadays and at the same time makes destination more attractive and makes environment to be safer.

WTO guidelines (2002 p. 69) suggests that tools such legislation, regulation and licensing should cover the most fundamental impacts of tourism such as environmental damage.

Destinations also need to remember certain basic rules and policies in order to improve the environmental surroundings.

WTO guidelines (2002 p. 39) lists these key topics:

- Physical Integrity is needed in order to maintain the quality of landscapes and avoid physical degradation of the environment. It is an important aspect from the environmental perspective and from the wellbeing of local people. When destination planning is taking place, it needs to be ensured that new tourism development is appropriate to local environmental conditions, physical impact of tourism activity is minimized.

- Biological Diversity is needed to support the conservation of natural areas, wildlife and minimize damage to them. This is an area where negative impacts are strong. Environments and landscapes which attracts most visitors are usually the most vulnerable. In order to improve this area, it is necessary to work closely with national parks and protected areas, promote development and management of ecotourism, encourage landlords to practice sustainable land management, raising awareness among tourists regarding biodiversity.

- Resource efficiency is another important area to remember. It is needed to minimize the use of scarce and non-renewable resources in the development and operation of the destination. In order to achieve sustainable future, careful management of resources is needed. Like it was already noted, tourism is a significant user of recourses in many areas. Businesses in the destination should be encouraged to establish environmental managements systems, so they can minimize impacts and start a process of continual improvement. While destination management planning is happening, managers should take into account resource of supply, how to minimize water consumption, make sure that use of land and raw materials are efficiently used, promote recycling.

- Last but not the least important topic that WTO guidelines brings up is environmental purity. The goal is to minimize the pollution of air, water and land. It also means to reduce waste and harmful emissions. In order to achieve that, destinations need to promote the use of more sustainable transport, reduce the use of environmentally damaging chemicals, prevent the discharge of trash into marine and river environments, minimize waste and dispose it with care.

21

One of the types of environmental management technique that is relevant to tourism is environmental auditing. Through that audition, businesses can track their performances, and continuously monitoring impacts and changes. There are few reasons why businesses would be encouraged in participation of environmentally auditing. Firstly, it will help to improve their environmentally quality. Secondly, it can help to reduce their operations costs and increase their profits through the utilization of auditing. Thirdly, some companies are willing to adopt as many measures as they can reasonably afford to benefit environment.

Environmental audit would cover aspects of environmental management, including the "company´s environmental and purchasing policies, the adequacy of its communication of environmental practices to its staff and level of training, impact of business upon the surroundings."- Holden (2000 p. 147). Environmental auditing is a part of a wider environmental management system (EMS) for businesses. EMS integrate strategic objectives for the environmental quality of a company´s operation with the practical aspects of environmental auditing.

EMS consists of stages. The first stage for company is to state that they have an environmental commitment and it will have an influence on the operations of the company. The second stage is to outline broad objectives that they are willing to achieve. Then company will carry out environmental-audit of their operations and define realistic targets on what can be achieved in a certain time frame. The main factor is to track how the company is proceeding with achieving these targets. Developing an EMS is a long-term commitment. (Holden 2000 p. 147-148)

As environmental auditing suggests, it is clearly important to be able to measure and monitor the degree of environmental sustainability at the destination in the businesses and by the tourists themselves. It is also important to deliver accurate information for decision makers. Indicators, regulations, labels and certifications are key tools for reaching environmental goals. (Cooper 2012 p. 136). Besides being able to measure the degree of sustainability, it is also crucial to make all the actions that have been done visible and easily accessible for public. Holden (2000 p.186) states that some businesses exploit consumer because people are willing to pay more for services that are advertised as being environmentally friendly. However, being environmentally friendly company,

does not necessarily mean that that business helps/protects the environment and many people are skeptical that company´s claim of acting in an environmentally conscious way is little more than a public relation exercise.

In addition, nowadays operating without thinking about environmental consequences is almost impossible for businesses. Destinations are looking for ways to continually improve their environmental performance. A lot can be achieved by voluntary measures. Voluntary certification provides a useful method for identifying and stimulating good practice. (WTO guidelines 2002 p. 69) The main advantage of certifications that it provides clear aims and objectives regarding environmental sustainability and how to achieve them. Businesses will just need to go through courses and achieve these aims and objectives. The main disadvantages of certifications are that they can be costly and time consuming. In addition, some businesses do not see clear advantages in gaining these certifications

One of the ways to improve the performance and make actions visible for public is environmental labels. There are different types of environmental labels and it is needed to be able to choose the right one which is the most reliable. Ecolabels usually indicate independently certified standards of production. Most of the customers, nowadays make their decisions in accordance to the labels. (Bozowsky *et al.* 2004 p. 1)

According to the ecolabel index for now there are 465 eco labels in 199 countries and 25 industry sectors.

Definition of eco labelling helps to identify the common features: eco labelling is a voluntary method of environmental performance certification. (what is ecolabelling.com)

The essential features of eco labelling are (Bozowsky *et al*. 2004 p. 5-7):

- Participation is voluntary
- Label should communicate that the awarded product has reached distinction in environmental performance
- The scheme is based on sound scientific evidence
- They are based on life cycle considerations
- The scheme should be a third party and independent from the certified organization
- The objectivity is guaranteed by a numerous participation of stakeholders.

One of the main benefits of eco labelling is that they make the actions of organizations visible and make tourists to choose environmentally friendlier choice.

Here are several examples of programs and ecolabels:

- Global Sustainable Tourism Council provides their own criteria in order to become environmental friendly destination officially. Their job is to serve as basic guidelines for destinations, they offer governmental, non-governmental and private sector programs as a starting point for development and afterwards they provide official certificate. (Moses 2017)

- Green Globe Certification was originally launched by the World Travel and Tourism Council (WTTS) in 1994. The WTTC is a trade association which incorporates many of the leading multinational travel and tourism companies. Green Globe Certification verifies the environmental standards of companies and destinations operating in the tourism market. The logo is applicable to different types of tourism system like transport services, hotels, local communities, destinations, visitor attractions and tour operators. Any tourism business can apply as long they want to be part of sustainable tourism development. The certification provides information and advices on the ways companies can modify operation of their businesses in order to improve the environmental quality of the operations. After 6 months, company must decide whether to take the Green Globe Certification as it will involve environmental managements systems and auditing. In addition, businesses should pay fee to the Green Globe. After all these actions, company can use the Green Globe logo. (Holden 2000 p. 187)

- Green Key is a diploma awarded to companies within tourism

- TourCert is a non-profit organization for certification of CSR activities to tourism enterprises (ecolabel index website)

- The international ecotourism society offers a Certificate in Sustainable Tourism Management, it is awarded by TIES and The Ceorge Washington University. Courses will offer the opportunity to improve their knowledge in how to achieve environmental goals. It will provide a strategic overview of responsible destination management and practical applications. (the international eco-tourism society 2017)

All these certifications help organization to achieve environmental sustainable acknowledgement.

Due to the fact that carbon and water footprints have become an issue, two popular measurement tools have evolved.

- **Carbon footprint** is the total amount of greenhouse gases produced directly and indirectly suppose human activities. It is a sum of all emissions of CO_2. Carbon neutral is an organization that has reduced the overall climate impact of their operations to zero by offsetting. Carbon offset is a trade, organization restore forests, update power plants in order to comprise their previous negative impacts. There are also carbon labels. These labels are aiming to estimate the emissions created by producing of certain product. (Ercin and Hoekstra 2012 p. 4-5)

- **Water footprint** is the total amount of water used. Like in carbon footprint reducing the water footprint can be part of the environmental strategy of business. Destination can reduce water footprint by saving water and bringing water pollutions to zero. (Ercin and Hoekstra 2012 p. 6) There are water footprints organizations that help businesses in destinations to control and count their water. One of them called water footprint network. It was established in 2008 in order to solve the world´s water crises by advancing fair and smart water use. They engage companies, governments in implementing Water Footprint Assessment into their businesses, policies leading to sustainable development through water stewardship. (water footprint network 2017)

    There is also a water calculator tool which helps to estimate total water use. (http://www.watercalculator.org)

Destinations can educate their tourists by showing how they tackle these important factors, by combining their actions and results in the report and making it visible to the public. Destination can also contribute to the improving environmental sustainability by advising their consumers on how to make their trip environmentally friendly. This can include following recommendations:

- Traveling with the purpose, it is important to ask yourself what you need from the holiday and what you can give back to destinations and locals.

- Keep it local which means travelling more within own countries and continents. Employing local people to organizations also goes under "keeping it local".

- Alternative transport encourages people to be part of "slow travel" travellers. Instead of buses or taxes, travellers need to use bikes as an example. (Green Globe Travel 2014)

Keeping this in mind destinations can help environment by increasing the awareness of the issue.

3.3 Destination Management

According to Cooper (2012 p. 32) all destinations have common features. Destinations are amalgams, cultural appraisals, they are inseparable (tourism is produced where it is consumed) and finally destinations are used by many groups and not just by tourists. Tourism destinations are combined from different actors, in other words, these actors are called stakeholders. (Cooper 2012 p. 37) Since I am looking at environmental sustainability, I concentrated on theories that are explaining relation between destination and sustainability. Being sustainable destination means satisfying all stakeholders in a long term. In order to do that, strategic planning is necessary, it will focus on balancing a marketing orientation focused on tourists with a planning orientation focused on the needs of locals.

According to Hall (2008 p. 10-11), demands for tourism planning and government intervention in the development process are typically a response to the unwanted effects of tourism development, particular at the local level, as well as to make decisions more attractive or competitive. Although planning is not a cure all, it may be able to minimize potential negative impacts and maximize economic returns to the destination. Planning should likely to be regarded as a critical element in ensuring sustainable development of destinations.

There are several general stakeholders that have an impact on destinations: the host community, tourists, tourism industry businesses and public sector players. I am going to look at important for environmental sustainability key players later on in this chapter. (Cooper 2012 p. 28-37) In order to achieve a successful, well-known destination, destination management needs to be done right. In a definition chapter, I have already defined the concept of destination management. Destination management appeared,

when tourism started to show obvious negative impacts on destinations. These impacts were social, political and environmental. One of the main problems was overflow of tourism which led to the destroyment of cultural and environmental factors. Therefore, a destination management planning has appeared as an effective mechanism for improving cooperating between local industry and other stakeholders. (Wang et al 2011 p. 23) Sustainability planning, which is part of destination management, requires new ways of thinking about the nature and purpose of the development and growth and the role of individuals, government and the private sector in developing sustainable futures. (Hall 2008 p. 25)

Hall (2008 p. 19) also states that one of the most pressing situations is that even though activities by tourism at a destination may be socially, environmentally friendly, their greatest environmental impact may be in actually travelling to the destination. This problem hopefully can be solved by creating a setting for tourism planning.

The main long-term goal of destination management is to be sustainable. Destination management is led by the DMO through the medium of policy, planning legislation and building partners with relevant stakeholders.
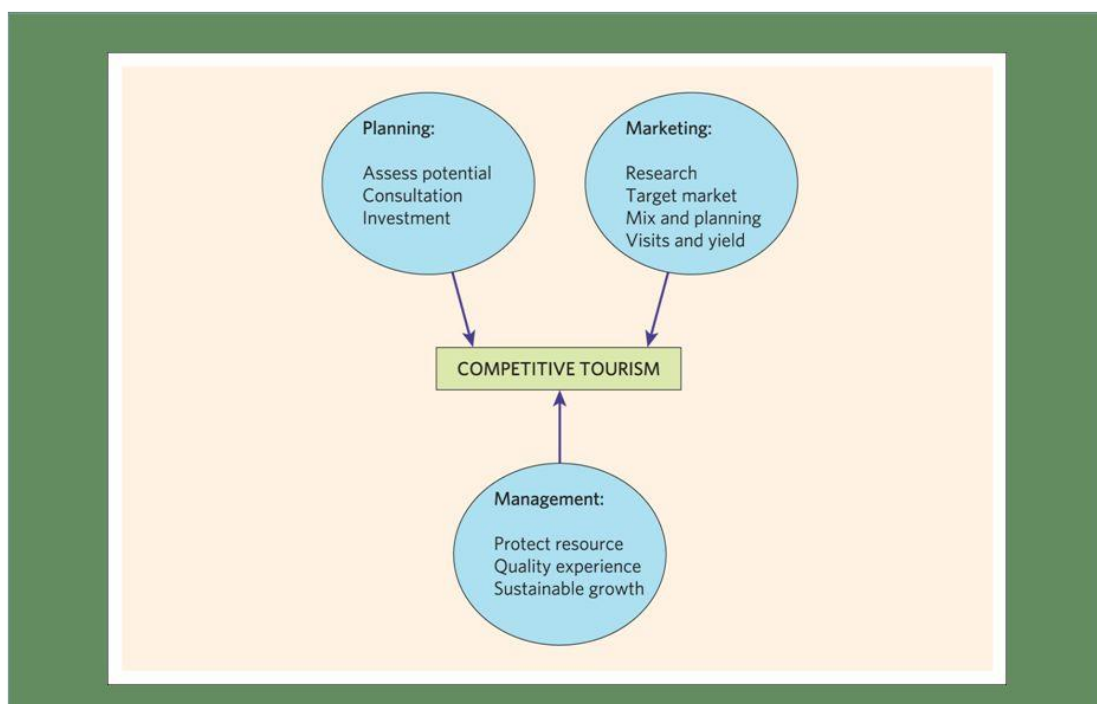

Figure 3.1.3 Destination management concepts (Cooper 2012, p 41)

As shown in Figure 3.1.3 destination management includes principles of marketing, management and development planning.

As Cooper (2012 p. 41) explains, there are several benefits of destination management:

27

- it ensures that destination is sustainable

- competitive

- that it delivers quality experience to tourists and economic benefits to locals

- it promotes continuous destination improvement

All that is possible to reach by establishing strong cooperation and collaboration between all stakeholders at the destination.

There is strong connection between sustainability and long-term perspective. It is no longer acceptable to destroy the destination and move on to the next one. This changing trend shows how it is important to make a strategic plan for long-term.

Getz (1987) and Hall (1998) (Jenkins *et al.* p. 28) identified their own broad approaches to the destination strategic planning:

- Boosterism which means all decisions and actions should be led to the economic boost

- Economic which means that tourism will contribute to the region´s income, provide employment and trigger economic growth

- Physical/spatial which means that tourism should minimize impact on the physical and environmental concern

- Community which means that tourism empowers locals in planning and policy processes

- Latter Hall also added sustainable tourism planning.

As I am looking how tourism impacts environment, I concentrated on sustainable tourism planning. For this approach, it is important to understand the tourism system, set goals and priorities, achieve coordination between public and private sector. It is also necessary to raise consumer and community awareness, raise producer awareness, analyze stakeholders input, conduct stakeholder audit, environmental analysis and audits. In order to increase desired outcomes from this type of planning, other option is available- is to increase regulations. A range of potentially regulatory measures exist, with some of the more popular approaches include increased charging resource use, new taxation rules, licenses and permits. Sustainable tourism industry requires a commitment by all parties involved in the planning process to sustainable development principles. (Hall 2008 p. 54-67)

It is always good to remember that there are actually very few legal agreements that deal specifically with tourism and the environment. Instead, the relationship between tourism and environment tends to be managed within general environmental and planning law. (Hall 2008 p. 110)

Every country should have a strategy, which is a public document that provides a clear direction and framework on how certain destination will achieve environmentally sustainable tourism. This strategy should be made by government and it will influence other government departments and ministries, stimulate and control privet sector and investors, and provide a framework for tourism policies and actions at the local level. (WTO guidelines 2002 p. 54). The whole strategy of destination management is needed to be based on sustainability, it should reflect aims and principles for sustainable tourism. High level National Environmental Strategies and Biodiversity Actions are especially important for sustainable tourism.

Mason (2008 p. 210, 232) in his book Tourism impacts, planning and management suggests techniques that can be used in tourism planning and management. First one is education, it is often used in relation to provide information to visitors: it can be in the form of lecture, tour guides, guidebooks and different directing signs. Second technique is self-regulation. Codes of conduct and guidelines are part of the attempt to regulate tourism. Codes of conduct and guidelines are voluntary and do not have legal statuses like regulations. They have range of authors including governments, NGOs, industry representatives and concerned individuals. The message of codes usually includes statements or instructions about environmental matters. If every company that works in tourism industry will follow these techniques, it will be much easier to educate visitors regarding environmental concern and how to behave at the destination in order not to provoke negative impact.

3.3.1 Key Players and cooperation

Destination management in different countries include a numerous number of organizations and players at different levels. In this sub chapter, I am going to look at different levels and examples of organizations. All the international organizations are involved at destinations management and can be called stakeholders. Public and private sectors have a role in destination management. The main reason why involvement of

public sector is needed, because it is representing the whole population, it has no commercial interests and can take a long-term view of tourism development than private sector. (Mason 2008 p. 121)

There are different levels of institutional arrangements that have been created to manage and plan tourism. Tourism organizations have been established at the international (global level UN world tourism organization); supranational level (European Union Tourism organizations), regional and local tourism organization. (Hall 2008 p. 110)

In the following list, different levels of organizations (Hall 2008 p. 111) and examples are present:

1. *International:* Example: World Tourism Organization (UNWTO) it is United Nation agency which is responsible for the promotion of sustainable, responsible and universally accessible tourism. It is one of the highest organizations that is able to set up regulations that needs to be followed. Its main goals are to promote tourism as a driver of economic growth, development and environmental sustainability and in addition it offers support to the sector in order to achieve this goal. Membership includes 157 countries, 6 Associate Members and 500 Affiliate members (UNWTO website)

2. *Supra-National Government:* Example: European Union´s policy on Tourism. They support tourism in every European country. Their policy aims to make Europe as a leading tourism destination, contribute to growth and employment and it also promotes cooperation between EU countries. (European Commission)

3. *National/Central Government:* Example: Ministry of Public Works, the Environment and Urban Development in Monaco. Their duties include public works, urban development, environment, urban amenities, parks & gardens, quality of life, land, maritime and air transport authorities. They are part of establishing regulations in Monaco that are influencing strategic planning. (Government of Monaco website)

4. *Regional Government:* Example: Visit Monaco. It promotes Monaco tourism in its capacity as a national expert in the sector. It supports all the tourism destinations in Monaco, and attractions, promote them. It tells potential tourism about experience in Monaco. It is fully funded by government. (visitmonaco.com)

5. *Local people:* They provide their skills for working forces and Monaco due to its size and popularity provides them job. Local people keep their culture and tourists can get familiar with it. There are also a lot of local cafes and shops.

6. *Educational Organizations:* University of Monaco is doing detailed studies on Monaco, its economics and politics. Students addresses important issues, looking for solutions. It helps government to improve Monaco as a destination and control all important factors.

Cooperation in tourism destinations is crucially important, destination consists of different actors, however, tourists are not interested who build that destination as a whole they would like to experience the end result. That is why cooperation between actors is required.

Coordination can be both horizontal and vertical, through this way it is easier to coordinate with all stakeholders. Although it is more time-consuming, it gives better results.

Stakeholder´s cooperation and partnership is important as it can lead to dialog, negotiation and consensus building of mutually acceptance proposals about how tourism should be developed. (Mason 2008 p. 192)

Middleton and Hawkings (1998 p.192) saw partnership as a way of achieving sustainable tourism. The involvement of different stakeholders may increase social acceptance of policies, in addition stakeholders can share their knowledge, experience and put up more resources together.

WTO guidelines (2002 p. 50) introduces structures for working together. It agrees that bringing together wide range of stakeholders will help to develop and manage tourism in sustainable way. Following structures can be developed only when stakeholders are partnering with each other. These structures are needed in order to raise the profile of the environmentally sustainable tourism and those stakeholders who have an influence on this part, should give full attention to it. Partnership will help to bring together knowledge and expertise on economic, social and environmental issues. It is needed to ensure that policies and actions are coordinated and taken into account when destination management is taken place. Each key player should encourage wide commitment of support and resources to a common program.

3.3.2 Role of Government in environmental planning

In previous sub-chapter, I looked at different key players in destination management. In this sub-chapter, I would like to look closely into role of government when it comes to the environmental planning.

Like it has been seen, the evident need for the environment planning and management of tourism, has become concerns of governments, NGOs, local communities and private sector. First step to achieve environmentally sustainable destination is for government to be aware of the situation. Government has a wide range of powers that they can use to control the scale and type of tourism development and establish policies for wider care of the environment.

However, the environmental priority on governmental list takes only third place. The environment is considered as something of a luxury and cannot be prioritised while other goals like national security, employment, economic growth haven't been achieved. Nonetheless, governments have a range of policy and legislative measures which can be used to safeguards environmental resources. Some of them includes:

- The establishment of protected areas
- The implementation of land-use planning measures such as zoning.
- Mandatory use of environmental impact analysis for certain types of projects
- Encouraging coordination with the private sector so they can also adopt environmental management policies such as environmental auditing and the development of environmental management systems. (Holden 2000 p. 126,130,144)

According to Cooper (2012 p. 132), the role of government is important as well because

- Coordination is needed
- The sector lacks leadership, therefor government can take that place
- There is always a need for public funding for environmental sustainable initiatives
- Most of vulnerable elements in the destination are owned by government and therefor they are the ones who need to set up rules in order to protect them.
- Government has a right to regulate, plan and legislate.

WTO (2002 p. 23) claims that governmental role is crucially important. The level of governmental participation in tourism is different in accordance to the country. In

developed countries, government is mostly concerned about environmental situation. One of the main functions of the government is to create an environment, which helps private sector to operate their businesses in more sustainable way, in order to maximize the benefits and minimize the negative impacts of tourism. The other key areas are:

- Most of sustainability agenda is about areas that belong to public. Private sector on its own is not able to lead the issue

- The tourism sector is divided into smaller businesses. When they operate together, it makes a huge difference, however they still need external support and advices.

- Government is one of the most influential key player and responsible for many functions that are important to the sustainable and especially environmentally sustainable development of tourism such as land use planning, environmental regulations and environmental services.

- Most of governments are engaged in supporting tourism by using marketing, education, information services, often by joining public-private frameworks.

In addition, government has an important role in coordinating different stakeholder´s interests in tourism and formulating a policy for tourism development.

4   MONACO - CURRENT SITUATION

Monaco is the 2nd smallest country in the world, it has 0.75 square miles in area. The Principality is a hereditary and constitutional monarchy. It is easy accessible by European motorway, helicopter links, ships and by airplane (the closes airport in Nice).

Vision of the country is to be a country generating model: a model of life, a model of development, model of well-being and model of peace. The values are hospitality. The strategy is to enhance the attractiveness. The Principality is powered by the Prince Albert the Second.

Monaco is a playground for tourists and it is a haven place for the wealthy people. Its climate and the beauty of country´s setting attracts most of the visitors. According to BBC world, tourism drives Monaco´s economy, gamblers come to play to Casino in Monte-Carlo and numerous of F1 fans, come to the principality during May to see the Monaco Gran Prix. (BBC World 2017) There are three main types of tourism that

Monaco has: luxury retreat, business, events & shopping. Recently during April of 2017, Monaco´s Tourist and Convention Authority reported that European tourism enjoyed its seventh consecutive year of growth, despite localized challenges, such as terrorism attacks. For Monaco, it is also has been a good year. There has been two percent increase in tourism arrival compared to 2015. (Staff Writer of Monacolife 2017)

Students from University of Monaco has conducted benchmarking of Monaco to Dubai and they found that for example visitmonaco website is not that well established, it does not have clear message, Monaco is a brand and has high brand recognition, however the focus, clear message of the destination still needs to be present. They also believe that Monaco has in a way already an "old image" of the destination and the strategy needs to be changed. As one of the solutions, they proposed to evolve eco-tourism. (Zubrilova *et al* 2014)

5   PRIMARY RESEARCH

Primary research consists of two parts: interview and desktop research.

5.1 Interview data

For this work, interview with tourism manager of Monaco has been conducted. In the interview, she explains actions that has been done by Monaco in order to gain environmental sustainability, who is responsible for which department. She states numerous of time that Prince Albert II and his governmental department is the main source of establishing environmental strategy and give orders to the rest of tourism department. In my opinion, it could be because the country is quite small and he wants to take care of it by himself and know what has been done, it is also easier for him to track results.

Since there were just 8 questions, I will go one by one in this section and interpret results which will contribute to my final discussion.

First question is about importance of visibility of environmental sustainable strategy. Interviewee states that it is important to show that destination is environmentally sustainable as tourism industry itself "contributes to 4-6% of greenhouse gas emissions

worldwide". In my opinion, I think that Monaco concentrates on improving that impact mostly. Interviewee also says that it is important to let visitors know that the Principality has strong commitment to the environment and that all the government is engaged in an environmental policy.

In order to ensure that the strategy is visible, Monaco Government Tourist Authority created a department dedicated to Sustainability and Responsibility in Tourism. This action happened in 2010 and the goal of this department is to promote all initiatives of Monaco partners and organize awareness events for visitors.

Tourism manager of Monaco, like many others, noticed that people do take care of the environment and more aware of tourism impact and that the environment needs to be respected. According to the studies that she mentions - visitor will choose an "ethical, sustainable" destination between two, considering that they have same offers and prices.

In my next questions, I asked to explain Monaco´s environmental strategy. The answer was quite extensive. HSH Prince Albert II has engaged the Principality of Monaco on the path to cutting its greenhouse gas emissions by 50% before 2030 in comparison to 1990. He renewed His commitment to reach carbon neutrality by 2050. In addition, He takes into account the oceans and the issues of climate disruption and works on solving such issues. Another special department has been created to work on different solutions and actions called Mission pour la transition énergétique.

In terms of reducing negative impacts of tourism industry, Monaco concentrates especially on mobility and inter mobility. Interviewee explains that since Monaco is a small country, it promotes that everything is in a walking distance, in addition it offers electric bikes and plenty of public transport. I agree with that, as whenever I visit Monaco by myself I rarely use any transport, only walking around. Government is also very proud of their nature and tourism department promote its green patrimony and propose visits to gardens. In order to encourage tourists to visit numerous of gardens, the Principality has different tours and one of them is a walking tour among heritage trees.

In addition, every summer, tourism department with the Government organizes operation called "Monaco Plage Propre" and as part of this operation they distribute

pocket ashtrays on beaches. Through that way the department shows that it takes care of beaches as well. When talking about restaurants and hotels. 75% of hotels are certified and most of restaurants offer vegan, raw food and offer to take away unfinished food.

For the question, are these actions visible enough for tourists, interviewee just replied that Prince Albert the Second is well known for his commitment and it is enough for residents of Monaco. "We work hard to promote sustainability". Nevertheless, tourism department is not planning to change Monaco´s image. "Monaco is a luxurious and glamourous destination. It is sustainable too! No need to change its image!" - Interviewee

When I asked regarding Monaco´s future goals, the reply was pretty quick and simple, that tourism department is following HSH Prince Albert II and his Government's indications and proceed to actions only when the Government gives a green light. I believe that since Monaco is a quite small destination, it does not have that many key players that influence tourism industry, the Government takes care of tourism management of Monaco with the help of other departments of course and decides many key actions. I believe that Monaco´s government pays enough attention to tourism because it is one of the most profitable industry for the country.

I also got to find out that they are currently in a process of changing their website (visitmonaco.com) and so far, keeping their brochures/reports like environmental one in one place where it is not that easy to find them. However, "everything is going to change" according to tourism manager of Monaco and they are planning to open Responsible Tourism tab but the time when it is going to happen is unknown for now. They plan to publish their changes around the start of 2018, however it is not a set deadline. Other documents relating to environmental sustainability are in process of production as well in accordance to the tourism manager of Monaco.

5.2 Desktop Research

For the desktop research, model has been created on how I proceeded with it. From the figure 5.2 can be seen that firstly I concentrated on actions that has been taken by the government of Monaco and then I looked at public blogs and sites. They are all

connected because public´s opinion is created by what they see and actions by government is taken not only to protect environment but also to spread the word.
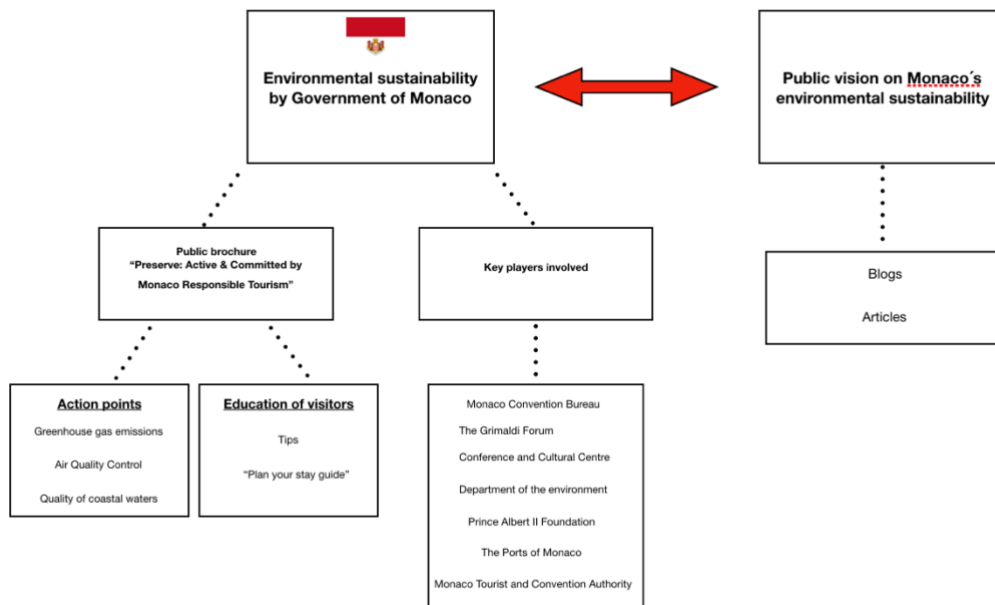

Figure 5.2 Desktop research model

5.2.1 "Preserve: Active & Committed" brochure

For the desktop research my main document that I am going to look at is a brochure from visitMonaco website called "**Preserve:** Active & Committed by Monaco Responsible Tourism". In addition, it is possible to find the printed version of the same brochure at the Tourism office in Monte-Carlo. It was done by Direction du Tourisme et des Congrès. It contains 31 pages with colorful pictures and plenty of text.

Mainly this brochure has been done for visitors who would like to explore Monaco in a sustainable way. At first it describes how Monaco is environmentally sustainable and what are commitments of the destination. For the rest of the brochure, tips are provided to tourists on how to discover "Green Monaco". This environmental report goes well with interview I conducted, as it gives more insights to replies. My interviewee has named actions and insights how it works, and report gives good examples of actions that have been done in Monaco. In one document, you can find tips for tourists,

commitments of Prince Albert the Second, his actions and achievements. In addition, it confirms that Monaco concentrates on mobility and on protecting their nature.

Albert the II of Monaco claims that Monaco is a country with a strong commitment. *"Our Principality is proud to be actively present in all struggles for the protection of our Planet. Our widely acclaimed initiatives at sea are well known: from the first expeditions undertaken by my great-great-grandfather Prince Albert I, to the Monaco Blue Initiative, creation of the Pelagos Sanctuary, protection of bluefin tuna and our commitment in favour of forests.*
Long turned towards the coast, the high seas and further outward, Monaco proves the intensity of its commitment to the future of humankind day after day." – Albert II
And as my interviewee mentioned Prince of Monaco is known for his dedication and commitment to the environment and to everything that he promises.

Key players like the Government, The Tourist and Convention Authority, hotel partners work towards optimum resource management. Principality focuses on environmental protection, water conservation, preserving biodiversity and fighting global warming. The brochure also encourages visitors as part of key players not to forget eco-gestures and not hesitate to follow advices that are provided in the brochure. (Monaco Tourist and Convention Authority 2011 p. 1-2)

As part of Monaco´s strategy: it concentrates on various topics. First one is <u>cutting greenhouse gas emissions.</u> The Principality of Monaco determined to implement an energy policy based on the goals of Sustainable Development. Already from 2008, the Government of Monaco started undertaking eco-responsible actions like reducing the exploitation of natural resources in the biosphere. In 2012, they implemented their Climate and Energy Plan through the European Energy Award. Monaco was granted the European Energy Award label following and international audit on the basis of a four-year action program. (Monaco Tourist and Convention Authority 2011 p. 2-3).

The second impact that Monaco is taking care of is <u>Air Quality Control</u>. The Principality set up an automated Air Quality Control Network with six monitoring stations twenty years ago. The results are communicated to the general public on screens located at the entrance to Monaco. (Monaco Tourist and Convention Authority 2011 p. 3-4)

The Principality also <u>monitors the physical and chemical quality of coastal waters.</u> It conducts repeated measurement of all components of the marine environment and monitors the effects of natural events or manmade activities that likely to affect water quality. (Monaco Tourist and Convention Authority 2011 p. 4)

One of the lasts but not the least important topics that Monaco concentrates on is promoting <u>smart mobility</u>. They encourage their tourists to walk and cycle by providing very cheap parking places and cheap public transport. However, they also found a solution for visitors who still prefer to drive around and it is called "Mobee". Mobee is an electric vehicle, it is an innovative free-floating car-sharing service. (Monaco Tourist and Convention Authority 2011 p. 8) It works the same way as renting a city bike. This innovation came up just recently, in summer 2016.

After Monaco´s action points, brochure provides tips to visitors like how to prepare for the trip. It suggests visiting Monaco´s website and it also recommends not to fill your bags with useless products and remove packaging from the products. It is good to travel light. Tip 2 suggests if there is no chance to take environmentally friendly transport, it is good to compensate carbon emission with Monaco Carbon Offsetting, it is volunteer compensation programme established by the Prince Albert the Second foundation. Tip 3 suggests taking public transport or walk and tip 4 promotes soft mobility. Tip 5 refers to hotels, it encourages visitors to inform staff if sheets and towels do not need to be changed regularly. It is also important to choose hotel with eco-labels. Tip 6 provides walking tours and tip 7 is for swimmers and yachts where it recommends not to dispose waste on beaches and at sea, respect the flora and fauna. These tips cover all the concerns of the destination. In addition, as my interviewee mentioned, they also provide walking tour heritage trees of Monaco for tourists which shows that Monaco is committed against deforestation. They have separate smaller brochure for this tour. It states there that "The Prince Albert the Second supports projects fighting against deforestation in the largest forested areas of planet. The government and companies in Monaco, consuming wood and wood-related products make a commitment to promote wood from sustainable managed forests." (Walking Tour Heritage trees of Monaco brochure)

In "Plan your stay in Monaco" section (Monaco Tourist and Convention Authority 2011 p. 11-12) it states that The Principality´s hotels have chosen to act in favour of environmental protection. Since 2007, Green Teams have been formed within establishments to set up concrete solutions to reduce ecological impact of hotels. Many hotels are certified and have obtained special labels. The main labels are The Green Key, Planet 21 and Green Globe. Several hotels were also granted GreenLeaders status.

At the end of the report you can also find all the institutions and departments that are taking care of destination´s environmental sustainability. Although, this report is very impressive, it gives good impression and educates visitors but yet it could be nice to give updates for tourists and on the progression of plans. In addition, make it more visible for tourists. Now it does not cross one´s eyes if they browse Monaco´s website and I think tourists missing out a lot on this information as they won´t be able to see Monaco from that perspective and won´t explore its true natural beauty. However, I believe that is going to change once authorities will add responsible tourism tab to the website.

5.2.2 Key Players

The brochure that has been discussed previously provides a wide number of key players that somehow contribute to promoting or supporting environmental sustainability of the destination.

The first one is **Monaco Convention Bureau**, it is part of the Tourist and Convention Authority and responsible for promoting destination. The Bureau provides expertise in 100% Green organizations. Monaco´s receptive agencies work closely with the Monaco Convention Bureau. (Monaco Tourist and Convention Authority 2011 p. 21)

The next one is **The Grimaldi Forum Conference and Cultural Centre.** It has been eco-responsible from the start and in 2008 obtained ISO 14001:2004 environmental certification. It provides concrete solution for organizing Green events. In addition, The Oceanographic Museum also hosts many conferences and Festivals. (Monaco Tourist and Convention Authority 2011 p. 22) There are also plenty of institutions and associations that take active part in saving the environment of Monaco.

There is **department of the environment** that is powered by government. The department´s job is to implement Government´s policy in the areas of sustainable Development and the Environment. (Monaco Tourist and Convention Authority 2011 p. 23)

Prince Albert II Foundation is dedicated to the environmental protection and it is promoting Sustainable Development on the global scale. It focuses on climate change, renewable energy, biodiversity, water and desertification. (Monaco Tourist and Convention Authority 2011 p. 23)

The Ports of Monaco has been taking plenty of actions concerning the environment to reduce pollution. **Municipality of Monaco** has launched a programme called the Environment and Sustainable Development, which should last for several years. This commitment is in a form of several operations like reforestation program, Monaco Plage Propre (looking after beaches). (Monaco Tourist and Convention Authority 2011 p. 24)

Monaco Tourist and Convention Authority is a tourist office which is in charge of promoting the Destination. The tourist office is responsible to promote Monaco as a Responsible Tourist Destination and they work closely with other key players and of course with The Government. The Monaco Office also has a role in raising public awareness and that is why the brochure that I am exploring has been produced. (Monaco Tourist and Convention Authority 2011 p. 28) As I have mentioned my interviewee works at the Monaco Tourist and Convention Authority.

5.2.3 Public vision on Monaco´s environmental sustainability

After looking at the main brochure that has been written by Monaco´s tourist and convention authority, I am going to look at other sources that mention this topic. Josh Lew (2011), in his lifestyle blog, states that "Yes, Monaco can be sustainable destination". He wrote that even though Monaco is famous for its casinos, Grand Prix race and wealthy population, Monaco still can be a green-themed vacation. Although there are still plenty of sports cars drive the streets, Monaco started to develop green scenes and promote public transport. Indeed, more people started to use it as it is low-priced and easily accessible. Green initiatives by world´s most luxurious hotels and casinos also gave to Monaco credibility when it comes to the environment.

Other lifestyle blogger with name writer´s name "Lindsontheroad" wrote in 2011 that Monaco has published more information available regarding how to make and eco-friendly trip to Monaco. Surely, she is talking about the brochure that I have been analyzing. She also states that the visitmonaco.com website has a "comprehensive section dedicated to ecotourism in Monaco". However, when I pressed on the link that blogger has presented, it gives me an error. It seems like in 2011, Monaco started to actively promote their environmental sustainability to the public however, now it slowed down and as my interviewee mentioned they are going under rebuilding process and in the future this section will appear on their website again and it will be reachable for public eyes. Lindsontheroad (2011) also writes that Monaco may be a small Principality, however due to its natural location and inherent environmental consciousness has been useful in establishing itself an ecotourism destination. Ecotourism in Monaco is easy and inspiring. She is also considering that passion for destination´s Marine ecosystem of the Prince Albert the Second brought the whole country to this level.

Monaco also has quite useful website called Monacolife.net. It has all the news that concerns Monaco. On that website, I found sustainability section, that has subsection called environment. Under this subsection, it is possible to find all the articles and news relating to Monaco and environment. It provides all the insights of what is happening to the environment, most popular topics/articles are relating to the marine and mobility.

During summer, my interviewee told me about international Exhibition in Kazakhstan, where she needed to attend and that is why it was hard to set up a meeting with her. I found an article regarding that exhibition, where it states that Monaco´s Tourism and Conventions Bureau will be represented at the Monaco Pavilion throughout the Exhibition. The aim was to emphasize the importance of the environmentally friendly use of energy and the reduction of CO_2 emissions. In addition, Monaco´s bureau will also be working with Kazakhstan´s hotels on energy strategies. (Staff Writer of monacolife.net 2017)

Just recently in October 10th, 2017, the Government of Monaco brought together the International University of Monaco (IUM), the Monaco impact association and the Oceanographic Museum. On that date, they strengthened their collaboration by signing

a partnership agreement. The aim of this partnership is to teach younger generation regarding environmental concerns. Around fifty students from the University will work in groups and address important questions like "How to encourage the public to adopt a code of conduct to protect marine heritage?", "How to engage generations Z to develop their knowledge about the oceans?" and "How to encourage action on a daily basis?" (Staff Writer of monacolife.net, 2017) All these questions will educate younger generation and they will try to provide solutions for future generations. This is a great way of combining forces of the key players and act together towards greater future. Mr. Philippe Ortelli, President of the Monegaqgue Employer's Federation, also underlines the importance of partnership. He says: "Model in Monaco is like no other. Let us continue together, the heads of companies, the authorities and social partners, to demonstrate the collective responsibility which has led our country to advance and its economy to prosper." (Staff Writer of monacolife.net 2017)

During my research, I have noticed that all the articles, apart from blog ones, lead to pages that are powered by the government of Monaco. Indeed, Prince Albert the Second is very concerned by environmental issues and strongly focuses on making them a priority.

6 DISCUSSION

In this almost pre-final section, I combined theory and my findings regarding Monaco´s environmental sustainability. I discussed what have been done and what can still be done better to Monaco´s plan. I used the same sub-sections as for the theoretical framework, in order to make the analyzing easier.

6.1 Importance of sustainability

According to Holden (2000), it can be noticed that sustainable tourism is definitely important. Due to plenty of negative impacts on our surrounding environment, being environmentally sustainable is even more important. Nowadays more people are aware of this, especially tourists and they are willing to act "green", therefor destination should not only to take actions on saving the environment but also make these actions visible. As World Tourism Organization said that all types of tourism should be

sustainable, no matter what kind of visitor's destination aim to attract. From the interview findings, Monaco is proud to be luxury destination and not planning to change that image, however they still remember of the importance of protecting our surroundings. The Principality definitely has sustainable development as one of their objectives, due to the strong commitment and interest of the Prince Albert the Second. The participant of my interview said that it is important to show that destination is environmentally sustainable.

Cooper in his book presented Hunter´s four different types of tourism sustainability. After I have conducted primary research, I believe that Monaco falls under the third type- **Strong sustainability/environmental-led tourism.** For the Prince Albert the Second, environment stands on the first place as he is continuing his father´s concern. The third type is described as the type of sustainable tourism in which environmental aspect is the most important factor in destination management. Monaco is a destination that already has its popularity because of its history and luxury events. Since not a lot of effort needs to be inputted in promoting the destination and attracting tourists, it is possible and it is needed to concentrate on other parts of the complex tourism system like environmental concern in this case. The environmental concern will not only save the environment, but also shows the destination from another positive side and can even trigger increase in tourists, for example the ones that are interested in eco-tourism and ready to explore Monaco through that lens.

UNWTO suggests that it is important that tourists are aware of the environmental issues and pursue sustainable consumption, therefor it is crucial for the Principality to educate their tourists, especially the regular ones and change their habits. The education of visitors by Monaco will be discussed further in section 6.3. The Interviewee also discussed that topic, the tourism managers of Monaco are aware that it is crucially important to let the visitors know about their strong commitment to the environment and that government is involved. Interestingly enough, from the study they found that tourists will rather choose ethical, sustainable destination between two, given that prices and offers are the same.

As a small conclusion to this sub-section, Monaco is a developed country and aware of the importance of environmental sustainability and of spreading a word regarding the topic.

6.2 Impacts

As it has been discovered, besides positive impacts, tourism has negative impacts on the environment. From the theory books, the most common impacts are the damage of flora and fauna, risk of climate change, water supply and quality; water, energy and food shortages. This is just the start of the long list: pollution is another important factor to consider, human behavior also has negative impact towards the destination environment. Monaco concentrates on quite important impacts and is committed to improve the nature. One of its main concentration is improving green gas emission impact. Interviewee said that tourism industry itself contributes to 4-6% of greenhouse gas emissions worldwide. Prince´s of Monaco goal is to change that. The Government has started to work on that impact from 2008 and has been making progresses. WTO also states that tourism contributes 5.3% of global greenhouse emissions and 90% of it due to the transport. As it seems, Monaco is aware of that because they concentrate on mobility and intermobility. Interviewee, brochures and even travel bloggers encourage people to explore Monaco on foot or at least by bike. Monaco is a small country and therefore everything is in a walking distance. To improve this impact, Principality also introduced electric cars and cheap prices on public transport. However, WTO notices that air transport accounts 3.5% of the world´s use of greenhouse effect and since air transport is one of the most used transport, level greenhouse gas emission will raise. Unfortunately, Monaco cannot do much about it and they don't even have their own airlines that they can improve, nonetheless they encourage their visitors to choose "green" airlines and use them. In my opinion, even small actions like this, can contribute a lot towards solving the bigger problem.

The next impact that Monaco is working on is Air Quality, which is also important factor according to theoretical research. One of other areas that Monaco concentrates strongly is marine world, coastal waters and beaches, so everything that connects to the sea. This is because it is one of their proud attractions. Like interviewee mentioned, the Government is very proud of their nature. To protect the nature, Monaco conducts various of campaigns that involves visitors. The leads to another important finding from theoretical framework- Holden in his book states that human behavior towards the destination environment is important type of concern. It is good to remember that threat to wildlife can be more direct, especially where the level of environmental education is

low. Monaco is also aware of this and in its "Preserver Active & Committed" brochure, they educate their visitors and provide plenty of tips how to be eco-friendly and enjoy Monaco. The only drawback in this, in my opinion, is that they should make those tips more available for public eyes as the brochure is not that easy to find and tourists miss out quite a lot. Tourism office should put these tips on t visible pages of the websites, spread separate smaller brochures around and educate visitors on spot, in other words put these tips around the city. Let´s also not forget about local people who should not ignore the importance of the environment of their own country. Although, I believe that companies that are involved in a tourism sector especially, are environmentally educated due to regulations and audits they are going through, this leads us to the discussion of next sub-section.

6.3 Implementations and Regulations/Certification

This sub-section is quite important for analysis as regulations/certification technique works exactly perfectly to make green actions visible for public. From theory part I have discovered that there are various ways to gain "green" title and make it public. In order to implement sustainable tourism in practice it is important to educate employees and tourists. That can be done through obtaining certifications, eco-labels, going through audits. Government of Monaco is aware of that and shows their achievements in their main brochure.

WTO guidelines, in 2009, listed certain basic rules and policies that can help to improve the environmental surroundings as for the start. The Principality follows these rules, as it is already developed destination, they need to continue to keep up with the physical integrity of the country, in other words to look after wellbeing of local people and local environmental conditions.

They protect well their biological diversity. In order to improve this area, WTO suggests working closely with protected areas, promote eco-tourism. Monaco is very proud of its green surroundings and numerous gardens; therefore, they provide tours around. However, the Government needs to remember that usually environments and landscapes which attract most visitors are the most vulnerable and therefore tourists need to be educated on how to behave around the nature. In the brochure, it states that for example the Princesse Antoinette Park´s 100% eco-responsible management is

exemplary. The Espace Vert Ecologique label granted by the organic certification body ECOCERT to the parks like Japanese garden, Jardins du Portier, Villa Sauber and La Roseraie of Monaco. The Principality also educates their visitors about its heritage trees. (Monaco Tourist and Convention Authority 2011 p. 16). From my own experience, I do agree that its parks are magnificent and taken care of, however I still believe that authorities need to put up signs in the parks on how to behave around plants and animals that live there and how to respect surroundings. In addition, they should put up signs of labels that the parks earned and explain what they mean, instead of just throw big names. I previously have been many times to these gardens, but yet, only now discovered that they earned such certifications.

The third WTO guideline is about resource efficiency. Destination should aim to minimize water consumption, use of land and raw materials are efficient and promote recycling. I did not gather much information on resource efficiency, however like any other destination Monaco promotes recycling, restaurants offer to take away unfinished food according to my interviewee (however from my own experience, I never came across that staff of restaurant would encourage you to do that). From the brochure, I gathered that key players including hotel partners work together towards the optimum resource management and in general the Principality focuses on water conservation and the Government of Monaco started to reduce the exploitation of natural resources in biosphere. Hotels also encourage visitors to let staff know if sheets and towels do not need to be changed regularly.

Lastly, WTO guidelines promotes use of sustainable transport and minimize waste and dispose it with care, Monaco also follows this policy and like it was mentioned before it promotes sustainable transport.

Different key players of tourism in Monaco earned different types of eco-labels and certifications, like it was suggested in theory part. It was also mentioned that it is good that establish strategic goal that everyone could follow. One of the main goals of The Prince Albert the Second is to cut greenhouse emissions by 50% before 2030 in comparison to 1990. Other stakeholders have their own mini goals and achieve them through indicators, regulations, labels and certifications as Cooper mentions in his book. The brochure encourages to choose hotels with eco-labels. The most popular eco-labels that are used in Monaco are The Green Key, Planet 21 and Green Globe. The Grimaldi

Forum Conference and Culture Centre earned ISO 14001:2004 environmental certification.

From these indicators, it can be concluded that Monaco is on track with on how to be sustainable and uses all basic but yet rather effective ways.

However, as Holden (2000) noted, besides being able to measure the degree of sustainability, it is crucial to make all the actions that have been done visible and easily accessible for public. This again leads us to the main research question of this thesis. How visible these certifications and labels, do tourists know about them if they did not come across the brochure or had to do extra research. In my opinion, the Government should encourage all the key players to be proud of the labels and show them, mention them to visitors and of course make it one of the main topics on the website. I believe that every tourist should be aware of Monaco´s actions and not only the ones that do extra research in order to do eco-traveling. One of the explanations that comes to my mind why businesses do not advertise their commitments as much because they do not want to be one of the companies that use "protection" of the environment just to get money from people. However, hotels would definitely increase their revenue if they shared their environmental achievements as nowadays most of customers make their decisions in accordance to labels.

The last tools that I would like to bring up in this sub-section is two popular measurement tools: carbon footprint and water footprint. The Principality concentrates mostly on carbon footprint, it educates visitors about the concept like carbon offset. Monaco has its own Carbon Ofsetting- it is volunteer compensation programme established by the Prince Albert the Second Foundation. In my opinion, the Government of Monaco should start to concentrate more on water footprint and concentrate on total water use, from my research I found that government concentrates on beaches and marine world but not so much on water saving.

6.4 Destination management

The Government of Monaco is the main source of giving guidelines on destination management. The Prince Albert the Second himself committed to his country and environmental aspect of it. Hall and like many other authors wrote that government

intervention is very important in destination management. Government takes control over the general stakeholders of the destination and makes cooperation possible as strong cooperation between stakeholders is a success in destination management.

In my opinion, Monaco follows every aspect of sustainable tourism planning as theory suggested. The Principality understands the tourism system, set goals and priorities, make partnerships between stakeholders. They are aware that consumer and community awareness of the issue also needs to be raised but like I suggested before, the Government should definitely work more on this aspect of the planning. Tourism Manager in my interview did mention that the government is engaged in environmental policy and it is important to let visitors know about it. In addition, they should not forget about their local citizens as well as they are one of the general stakeholders. She also mentioned that it is enough that locals know that the Prince Albert the Second is known for its commitment. However, I believe, it is not enough for visitors as they are not aware of his actions and past. That is something that management should consider.

As WTO guidelines mentions, every country should have a strategy in a form of public document available that provides a clear direction and framework on how certain destination will achieve environmental sustainability. I have not discovered such document and interviewee always referred to the brochure that I have been analyzing. Nevertheless, this brochure which was made in 2011 is not enough. It does describe the actions of Monaco but it doesn't state clear goals and future actions, in addition for me 2011 is already outdated and definitely should create a new one and more detailed. The new document should not only be directed towards the visitors but also to the rest of stakeholders, so they are aware of how country is doing. Interviewee could not give me a clear answer when I asked her about future goals and actions, she just referred that the Government makes decisions and let´s everyone knows what to do next.

Monaco´s destination management strategy is based on sustainability, however still needs improvements. In 2014, University of Monaco drew a conclusion that visitmonaco website is not well-established and does not have clear message. They also concluded that Monaco has an old image that needs to be changed.

It is 2017 now and visitmonaco website is still the same, it is not easy to navigate and not easy to find information on sustainability. Although, tourism manager states that they are working on this issue but yet, no deadline is set.

6.4.1 Key players

Now I would like to look into the key players. Already in theoretical framework I looked at different levels of organizations that Hall presented and included Monaco´s situation as an example case. (see p. 30) From primary research I found out that Monaco created several extra departments that take care of Sustainability and Responsibility in Tourism. That has been done in 2010. The brochure also shows the cooperation between different actors. However, if to look at the main key players that takes part of environmental development of Monaco, it can be said that most of them are powered by the Government, by The Prince Albert the Second himself. This leads to the topic-The Role of Government in environmental planning. When it comes to this, I think Monaco is different compare to other destinations. The government of Monaco is the main initiator of environmental planning and controls everything. On one hand, it is good because usually government sets environmental problems on the second place and concentrates on economical part, as Holden wrote, first step to achieve environmentally sustainable destination is for government to be aware of the situation. The Prince Albert the Second is not only aware of the situation but takes a major role in solving the problem. The Government of Monaco definitely creates an environment which helps private sector to operate their business in more sustainable way.

I believe that only due to the government, Monaco is staying on track with environmental planning. Although it seems good to have government on top and controlling everything, I am still skeptical regarding the comment my interviewee made: "Tourism department is following HSH Prince Albert the Second and its Government´s indications and proceed to actions only when Government gives a green light." I think that Government should still give more freedom to the Monaco Tourist and Convention Authority, after all this department is in charge of promoting the destination and works closely with visitors. Yet In my opinion, such hierarchy is because of the size of the Principality and it can be easily management with the Government on top of everything.

6.5 Environmental sustainable model of Monaco

In order to sum-up my findings and results of discussion, I have created environmentally sustainable model of Monaco. Figure 6.5 presents it.
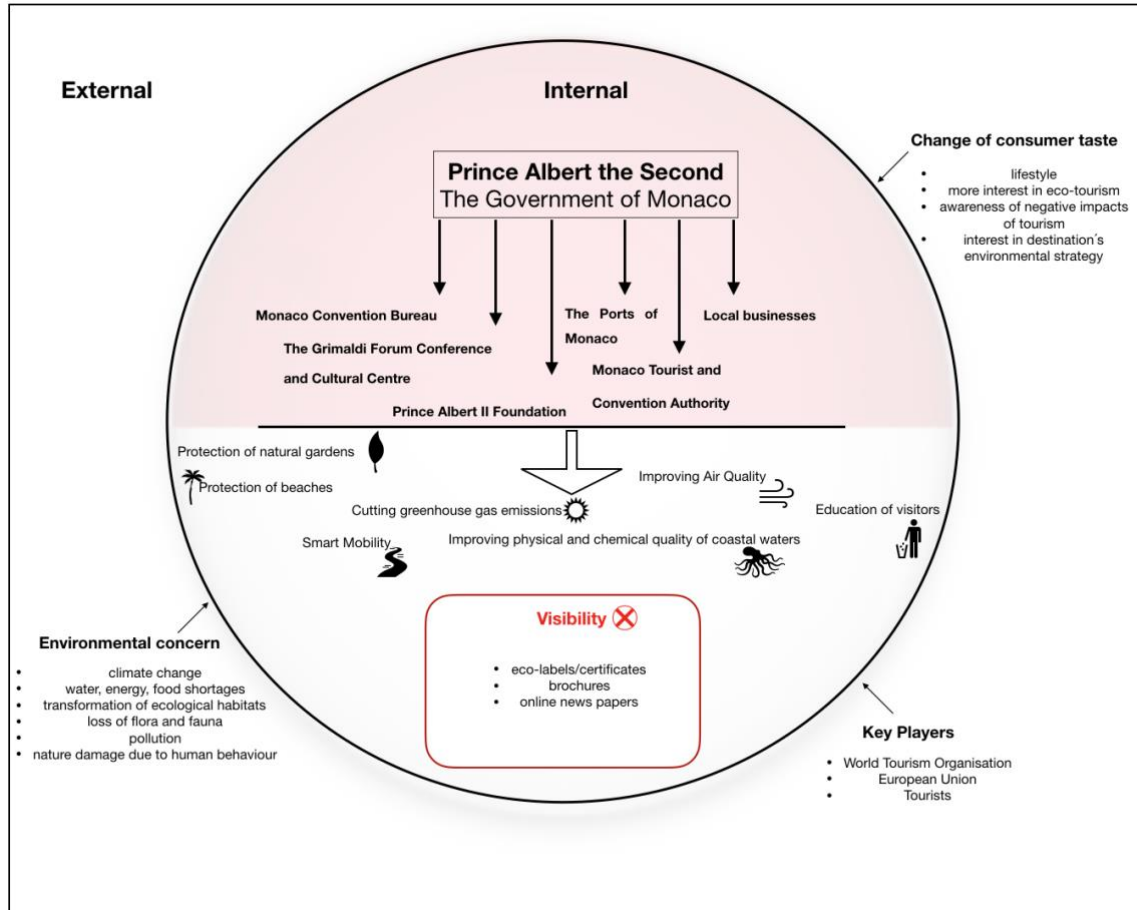

Figure 6.5 Environmental sustainable model of Monaco

For the module, I included external factors that affect Monaco´s decisions and actions and internal part. Internal part shows what is happening inside the Principality. By placing the Prince Albert the Second on top, I am in a way showing that he is after all in charge of all the actions and improvements. I placed the visibility of Monaco´s actions in red because in my opinion it is the weak part of the whole model and Monaco´s strategy. The key players are relying on the fact that everyone is aware of the Prince Albert the Second´s strong commitment towards environment and his country and all the actions are visible enough. I also believe that they think that only the ones that are truly interested will spare time and find all the necessary information on Monaco´s actions, however, it is not the case anymore, even people who are not into eco-tourism

would like to be aware of the country´s actions. I think it is a good step forward that Monaco has created brochure which is concentrating on the environmental concerns, however they should promote it more and place it not only online and at tourism office but also distribute them in other attractions.

On the bright side, in my opinion Monaco is still new to this sustainable strategy as they have started their actions not earlier than 2008. In 2010, the country started strongly developing its "green" concerns. Although, it has been only 7 years, nonetheless the Government has done an impressive work and I believe it is still developing with environmental mindset and directions.

7 CONCLUSION

Tourism is definitely one of the biggest still growing industry, however besides all the positive sides of this industry, it has negative impact on our environment. Therefore, every destination and citizen should remember to protect the environment and act in a sustainable way. Environmental sustainability has been popular topic for quite a while and more businesses started to get involved in actively protecting the environment for different reasons. Ones wanted to just save the environment and do not see need in making these actions public, others wanted to attract more customers through that way as they are aware that consumers would pay more for being environmentally friendly.

Tourists, nowadays, are completely aware of all the negative impacts that one destination can bring to the environment, hence they are willing to travel to eco-friendly destination even though it might cost more. In my opinion, due to such awareness, destination should not be only environmentally sustainable but also show environmental actions to public. This can increase image of the destination, attract more visitors and encourage other destinations and businesses to act the same way.

For my thesis, I chose Monaco as a destination, to research its visibility of environmentally sustainable strategy. Monaco is a beautiful small country, known for wealthy lifestyle, fashion, events and famous casinos. Plenty of people come there every year to enjoy wealthy life and spend money. Monaco is also known for its glories natural surroundings. If one is nearby Monaco, they for sure should visit it even for one day. Being in Monaco various of times, I was sure that like every destination the

government has environmental sustainability plan, however how visible it is? With the help of theoretical framework, interview with Tourism Manager of Monaco and my own desktop research, this work has been done. At the end, model for environmental sustainability of Monaco has been created. The Government of Monaco has a good commitment towards destination´s environment and willing to protect it by involving various key players that mostly powered by the government itself and the Prince Albert the Second. Key players concentrate on important impacts that harm Monaco´s environment and are willing to educate their visitors. Although the Government has right approach and should continue to approach its goals, as a conclusion environmental strategy of Monaco is visible only to some extent.

For now, businesses use eco-labels and certifications to show their commitment to be "green", the Government publishes articles in Monaco´s online newspaper about conferences that have been handled and in 2011, the Government had published brochure that shows the main environmental areas that Monaco is focusing on and provides tips for visitors. Nonetheless, this brochure can be found only on website visitmonaco.com and in print at the Tourist office. In addition, I think it is outdated and the Government should continue issuing the new one or at least another document where progress and updates are shown.

The next research questions that I had is does visibility of environmentally sustainable strategy create and added value for customers? In my opinion, it does create an added value for traveler due to the awareness and trends. Consumer´s taste change over time, not everyone but most of the population would like to follow popular trends and would like to show that they have been to eco-friendly country. However, Monaco is not willing to change its image as tourism managers do not see need to attract more visitors through that way.

The second sub-question was on visibility of strategies that mentioned in the report/brochure after 7 years. I believe they are visible to a certain extent, although some strategic goals were aiming year 2020. Monaco is also holding quite many conferences and goes to other countries to raise awareness for environmental issues, through that way the Government spreads the visibility of its actions, however it is targeted more for the same professionals and not so much for tourists.

To conclude, on one hand Monaco has been working towards the right direction and this research has shown me that the destination is environmentally sustainable, however I think more people should be aware of this and therefore tourism managers should promote their environmental concern more. From the interview I got the impression, that they are working on this aspect and soon we will see some changes, so I am looking forward to track their actions and see what will be done.

On the other hand, Monaco is quite new to the environmental sustainability, they have started their actions in 2008 and have been developing since then. For the strategy to work and show results, time is needed and possibly now is not the right time yet. Monaco has a great potential and great tips for their visitors on how to visit the destination in a green way, key players should just promote it more, have events and campaign for tourists as well and not only for businesses. Every visitor should be aware of the Government´s commitment without having to conduct such extensive research.

8 REFERENCES

BBC News. 2017 *"Monaco Country Profile."* Available from: http://www.bbc.com/news/world-europe-17615784. Accessed 27.09.2017

Bozowsky Evan, Mizuno Hiroko, 2004. "*Introduction to ecolabelling.*" Available from: https://www.globalecolabelling.net/assets/Uploads/intro-to-ecolabelling.pdf. Accessed 01.11.2017. Pages 5-7.

Bryman, Alan, and Emma Bell. *Business Research Methods*. 2011, 3rd ed. New York: Oxford University Press, pages 26-27, 150, 465-467, 550-551.

Cooper, Chris. 2012, *Essentials Of Tourism*. 1st ed. England: Pearson, pages 13-136.

Ercin Ertug.A, Hoekstra Arjen Y. 2012, *"Carbon and Water Footprints".* Available from: http://unesdoc.unesco.org/images/0021/002171/217181E.pdf. Accessed 01.11.2017. Pages 4-6.

European Commission, 2017 "*Tourism - Growth - European Commission*". Available from: https://ec.europa.eu/growth/sectors/tourism_en. Accessed 24.04.2017

Fien, John. *"UNESCO | Teaching And Learning For A Sustainable Future | Module 16: Sustainable Tourism".* Available from: Unesco.org. Accessed 5.03.2017.

Green Global Travel, 2014 *"Green Travel tips- The Ultimate Guide to sustainable Travel."*. Available from: https://greenglobaltravel.com/green-travel-tips-ultimate-guide-sustainable-travel/. Accessed 02.11.2017.

Hall, Colin Michael. 2008 *Tourism Planning*. 2nd ed. Harlow (England): Pearson/Prentice Hall, pages 10-67.

Holden, Andrew. 2000 *Environment And Tourism*. 2nd ed. Routledge, pages 64-189.

Kothari, C. R. 2004 *Research Methodology*. 2nd ed. New Delhi: New Age International (P) Limited, pages 3-8.

Lew, Josh. 2011 *"Yes, Monaco Can Be A Sustainable Destination."* MNN - Mother Nature Network. Available from: https://www.mnn.com/lifestyle/eco-tourism/stories/monaco-destination-of-the-week Accessed 9.10.2017.

Lindsontheroad. 2011 *"Sustainable Development And Ecotourism In Monaco."*, Available from: http://mynatour.org/destination/sustainable-development-and-ecotourism-monaco. Accessed 9.10. 2017.

Lokman I., Meho. 2006 *"E-Mail Interviewing In Qualitative Research: A Methodological Discussion."* InterScience Discover something great. Accessed: 10.10.2017

Mason, Peter. 2008, *Tourism Impacts, Planning And Management*. 2nd ed., pages 88-232.

Middleton,V.T.R. and Hawkins,R. 1998. "*Sustainable Tourism: A Marketing Perspective.*" London: Butterworth-Heinemann.

Monaco, Government. 2017 *"Leisure And Business Tourism / The Economy / Policy & Practice / Portail Du Government - Monaco"*. Available from En.gouv.mc. Accessed 21.04.2017.

Monaco Tourist and Convention Authority. 2011 *"Preserve: Active & Committed."* Pages 1-31. Brochure.

Moses, Jimena. 2017 *"Destination Criteria - Gstcouncil.Org"*. Available from: Gstcouncil.org. Accessed 5.03.2017.

Muhanna, Emaad. 2006 *"Sustainable Tourism Development and Environmental Management For Developing Countries"*. Problems and Perspectives in Management 4.2 Accessed 23.04. 2017.

N.p. 2017 *"All Ecolabels On Tourism / Ecolabel Index"*. Available from: Ecolabelindex.com. Accessed 20.04. 2017.

N.p. 2017 *"Certificate In Sustainable Tourism Management TIES And George Washington University / The International Ecotourism Society"*. Available from: Ecotourism.org. Accessed 22.04.2017.

N.p. 2017 *"Ecolabel Index | Who's Deciding What's Green?"*. Available from: Ecolabelindex.com. Accessed 22.04.2017.

N.p. *"International Tourism, Number Of Arrivals | Data"*. Available from: Data.worldbank.org. Accessed 23.04.2017.

N.p. *"Tourism Definitions"*. Available from: Tourismsociety.org. Accessed 20.04. 2017.

N.p. 2016 *"What Is Ecolabelling?"*. https://www.globalecolabelling.net/what-is-eco-labelling/. Available from: Accessed 23.04.2017.

N.p. *"Who We Are | World Tourism Organization UNWTO"*. Available from: Www2.unwto.org. Accessed 22.04.2017.

N.p. *"What We Do"*. Available from: Waterfootprint.org. Accessed 20.04.2017.

N.p. *"What Is Method? Definition And Meaning."* Available from: BusinessDictionary.com. Accessed 28.09.2017.

OECD dictionary. 2017 *"OECD Glossary Of Statistical Terms - Visitors Definition"*. Available from: Stats.oecd.org. Accessed 20.04.2017.

Sampat Darpan, Amisha. 2014 *"Luxury Destination: Monaco"*. Available from Darpanmagazine.com. Accessed 5.03.2017.

Staff Writer. 2017 "*European Tourism Growing, Says Monaco Tourist Authority | Monaco Life."* Available from: Monacolife.net. Accessed 27.09.2017.

Staff Writer. 2017 "*Monaco Promotes Eco-Friendly Tourism.*" Available from: http://www.monacolife.net/monaco-promotes-eco-friendly-tourism/ Accessed 9.10. 2017.

United nations environmental Programme, WTO. 2005 "*Making Tourism More Sustainable.*" 1st ed. USA, pages 2-13, 23, 29, 50, 54, 69.

Wang, Youcheng and Pizam Abraham. 2011 "*Destination Marketing and Management: Theories and Applications."* 1st ed. Preston, UK. MPG Books Group, page 23.

World Tourism Organisation, 2004. *Survey of Destination Management Organisations*. Available from: www.ebusinessforum.gr/engine/index.php?op=modload&modname. Accessed 05.03.2017.

Zubrilova, Olga, Masjutina Masjutina, and Brett Lowers. 2014 *"MONACO: PLACE EXCELLENCE AND CLIENT ATTRACTION"*. Available from: http://blog.bearing-consulting.com/wp-content/uploads/2014/08/Monaco-Tourism-Innovation.pdf. Accessed on 5.03.2017.