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ETOURISM PROJECT

RESEARCH AREAS AND SECOND-YEAR RESULTS

ETOURISM GROUP



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Index

- **Index** _____ **p. 2**

RESEARCH AREA 1)

- **Destinations and destination management in the Alps. A proposal for a classification scheme in light of some ongoing experiences** _____ **p. 4**

RESEARCH AREA 3)

- **Tourist Destinations and the Quality of Web Sites: A Study of Regional Tourist Boards in the Alps** _____ **p. 22**
 - Attachment A: Table for web site quality evaluation of the RTBs in the Alps _____ p. 34
 - Attachment B: Result of the RTB web sites quality evaluation _____ p. 49
 - Attachment C: The Web site Evaluation Tool – WET _____ p. 61
 - Attachment D: Publications and activities related to research area N° 3 Year 2002 _____ p. 70

RESEARCH AREA 4)

- **Demand Research Investigation: Consumers of Tourist services** _____ **p. 73**
- **Publications** _____ **p.103**
- **Conferences** _____ **p.106**

ETOURISM PROJECT

Research areas and second-year results

The objective of the research project, carried out by the research group of Trento University co-ordinated by Prof. Mariangela Franch, is to identify the presence of models adopted for decisions regarding the tourist supply and the consequent organisational forms for its management, in relation to the geographical territory of the Alps. Particular attention is paid to the analysis of the potential role of Information and Communication Technologies (ICT) in facilitating processes of co-ordination between actors and for the promotion and commercialisation of tourist products. The identification (and classification) of the presence of both organisational and technological models used to manage Internet-marketing by tourist resorts in the Alps, is also an objective of this research.

The research is divided into four areas, which are inter-dependent and co-ordinated:

Research area 1): Supply Research Investigation – Regional Tourist Boards in the Alps. A study of the regional tourist supply in the Alps, by way of interviews with directors of tourist organisations (public and/or private), and according to the focus of this research, also with people within the organisations (again, both public or private) who manage IT systems for the promotion and/or commercialisation of tourist products;

Research area 2) A study of the local hotel supply in the Alps, by way of questionnaires sent to a sample group of hoteliers via the Internet, in order to verify Internet use for managing relations with clientele and other actors involved in the local tourist supply;

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps. a comparative analysis of existing Web sites for the promotion and commercialisation of tourist products in the Alpine area;

Research area 4). Demand Research Investigation: Consumers of Tourist services a study of the Alpine tourist demand, by way of interviews with sample groups of consumers of tourist services, focusing on the ways of choosing a destination and the use of the Internet to obtain information and to make reservations.

In the period January/ December 2002, the research concentrated on points 1), 3) and 4). The results for each area are presented in the following reports:

Research area 1)

Umberto Martini, Mariangela Franch

Destinations and destination management in the Alps.

A proposal for a classification scheme in light of some ongoing experiences

Research area 3)

Luisa Mich, Mariangela Franch

Tourist Destinations and the Quality of Web Sites:

A Study of Regional Tourist Boards in the Alps

Research area 4)

Pier Luigi Novi Inverardi, Mariangela Franch

Demand Research Investigation: Consumers of Tourist services

Destinations and destination management in the Alps **A proposal for a classification scheme in light of some ongoing experiences**

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1. The concept of destination and some definitions

The frequent use in the literature of the term “tourist destination” should not lead to the automatic supposition that there is one unanimously accepted concept regarding its definition as well as its content. From a conceptual point of view, the most comprehensive approach would be one that allows for multiple perspectives when defining the destination and that also attempts to combine the geographical boundaries with the product content itself, as well as the prospective demand and eventual offering (Manente e Cerato, 2000, Matzler e Pechlaner, 2000, Pechlaner e Weiermair, 2000). From a managerial point of view the question remains regarding which tools and which subjects are to be considered, given that the process is now moving from the definition of the destination to the actual management of the destination—in short, to what degree can the demand be directed to a destination and the offering that this destination presents to the market.

Regardless of the approach used to define the tourist destination, the management of the destination essentially entails coordinating different decisions: in practice this means identifying ways to facilitate shared decision making. This becomes necessary given the different levels at which decision making takes place within a destination, which can include the single hotel operator, consortia, public tourist organisations, commercial operators, as well as region-wide organizations. It is, as well, of the utmost importance to consider not only the tourists, travellers or excursionists who “partake” of the destination, but also the resident population whose participation in decision making represents a priority. Coordination also takes into account the relationship that the single destination has with competing destinations and with those that are hierarchically superior or inferior. Using the categories identified by Rispoli and Tamma (1995) to define the forms that tourist products take, we have three models for reference: self-regulating offerings, those having an *ad-hoc* management, and those with an operational network that facilitates cooperation. In the case of “point-to-point configuration”, the final tourist product is pieced together by the user by means of a series of single contacts with the different actors of the location. The unity and coherence of the final product is completely defined by the user who, based on individual preferences and on the information available, gathers information deemed useful and interesting. The decision making that takes place at this type of destination is largely unorganised inasmuch as the individual relationships developed by the tourist play a more important role in assuring that the tourist receives maximum benefit from the vacation destination. On the other hand, the “weak links” that exist among operators of the destination hinder the emergence of a leadership that is recognized and able to take decisions on behalf of the community, and as a result many decisions are taken independently, without group input or consensus. In this sense the destination takes on a more geographic connotation

and demand grows by means of individual contacts between tourists and local operators; a model of fragmented demand as well as offering prevails, often the fruit of individual spontaneity or entrepreneurship.

With a “package configuration” the tourist product is organised and assembled by one actor—usually a person or entity from outside the destination (tour operator, incoming agencies). This actor works outside and in a sense “above” the individual actors and is therefore better able to coordinate the tourist offering. The individual actors of the destination delegate some decision-making authority to this outside entity regarding product promotion and marketing, thereby ceding some of their own autonomy. This is, in practice, a scheme in which decision-making powers are concentrated, representing a sort of separation of power and activity typical of some business management models. In this model the destination is the result of a combination of demand with an offering that has been pre-packaged by a third party, and the boundaries of the destination appear to derive from the offering that has been put together by a manager rather than those naturally resulting from the combination of territory, products and producers.

In a “network configuration” the tourist product emerges from the integration of the offerings of a group of entities and organizations belonging to a specific territory. These entities engage in coordinated decision making and enforcement of specific standards of quality and service, thereby having a cooperative approach to management. This model, which gives birth to local tourist offering systems, is based on information sharing, cooperation, and recognition of a “natural” leadership that facilitates or takes informed decisions for the entire territory. Also for this model the offering itself plays a definitive role in establishing the destination boundaries, but it does so by establishing strong ties between the larger territory and the local community. This form tends toward a greater exploitation of the different competencies within a destination as well, resulting in an overall growth in awareness on the part of all actors. It is also possible that, initially, the management of the destination might be held by a public entity or a mixture of public and private actors, in cases where a natural leadership does not emerge from among the actors of the destination (Mistilis and Daniele, 2001).

It is impossible to establish *a priori* which model will ensure a more efficient management of the destination; it is possible and necessary, however, to have a clear understanding of the initial conditions of the destination and to adopt a management model that is coherent with these factors. By understanding the initial conditions we refer to the number of actors involved in decision making, the level of familiarity they have with the territory and the role they play therein, the number of decision-making centres existing within businesses and the rules governing relationships and professional exchanges among businesses.

2. Destination management in the Alps: considerations for application and alternative models

Taking an economic-managerial approach, beginning with the notion of tourist destination, it is necessary to put forward some considerations regarding the concept of destination management, defined as the *strategic, organizational and operative decisions taken to manage the process of definition, promotion and commercialisation of the tourist product originated in the place, to generate manageable flows of incoming tourists that are balanced, sustainable and sufficient to meet the economic needs of the local actors involved in the destination.* The very notion of destination, in fact, brings to mind the need to define planning and coordination activities which serve to optimise the

service offering and tourist attractions. The true sense of the activity of destination management is reflected in the nature of the coordination that takes place within the tourist destination itself, and can be illustrated as follows:

- a) in “point-to-point” configuration, destination management plays a marginal role and is limited to activities such as general institutional advertising or one-off activities related to specific services or tourist attractions;
- b) for “package” configuration a more structured role is given to destination management, which takes on professional management activities to manage flows of *incoming* tourists;
- c) in “network” configuration, destination management becomes more important in that it involves coordinating the different actors of the destination, the ultimate aim being to produce economic results beyond those possible with a less organized approach, according to a pure market perspective (see Della Corte, 2000, Chap. IV).

The activity of destination management can be of evolving importance insomuch as it is designed to manage the transition from point-to-point coordination to configurations also having internal relationships among actors that are more highly articulated and complex. This will naturally lead to the creation of an integrated offering that will increase the competitiveness of the tourist product.

In the alpine region the concept of tourist destination, and the consequent notion of destination management, finds a vast area of application. Nonetheless, a correct consideration of these terms requires an analysis that takes into account the specific characteristics of tourist locations in the Alps, and to disregard them would mean to risk having a vague and meaningless evaluation. Thus, it is necessary to consider elements related to the nature of tourism development for that specific location and community; also important to consider are the size and style of management of tourist businesses, in addition to the nature of the tourist demand and the behavioural patterns of tourists who visit the Alps.

Firstly, with rare exceptions the development of tourist destinations in the Alps tends to coincide with the growth of villages, valleys or entire tourist regions. The tourist phenomenon therefore tends to have a typical home-grown development process wherein the offering of tourist services and attractions directly involves the resident population, triggering further social and economic development. This means that the ownership of tourist structures and infrastructures, as well as the related services and products, pertains in large part to local operators who in turn generate internal benefits in terms of distribution of the value added by the tourist activities. As a consequence the activity undertaken by the local public administration becomes more important both in terms of financing and directly offering services (structural and infrastructural), and in terms of management of promotional and commercial activities through public or private entities, or a mixture of both.

Secondly, the tourist businesses that operate in the *accommodation* sector, including restoration and other products or services connected with tourism, are typically small, family-run operations. This characteristic can on one hand provide several advantages (management flexibility, ability to adapt to changing market conditions, personalization of service) and on the other hand have some limits (limited willingness to cooperate with other operators, highly simplified organizational structure, limited openness to organizational as well as management and technological innovations). Specifically regarding the management of flows of *incoming* tourists, the small size of the average hotel poses further difficulties when dealing with groups of tourists and when

attempting to establish relationships with intermediaries (tour operators), limiting the operative choices regarding promotion and commercialisation of the tourist product of the destination.

A third important consideration is the fact that the demand for alpine tourist destinations is composed principally of “do-it-yourself” tourists (individuals, families, small groups) who generally organize their own mountain holidays—that is, they choose the destination, gather information and plan the journey (usually with their own transport). This element combines with the existence of a double season in alpine regions to result in a tourist offering that includes an on-the-snow product in winter and a mountaineering product in summer. Substantial differences exist between the composition of the demand for summer and winter products in terms of expectations, activities, and the personal as well as behavioural profiles of the two groups.

In light of these elements, the activity of destination management in the Alps has particular connotations that provide the foundation for the research hypotheses in the field:

- a) the need to consider the regional environments as an important point of observation so as to identify the presence and nature of destination management activities at this level;
- b) the need to analyse local public tourist organisations and their role in promoting the structures or activities of destination management;
- c) the need to give particular attention to the coordination mechanisms through which destination management activities take place.

3. Research in the field: objectives and results

The goal of the analysis of tourist organisations in the Alpine territory was to verify the hypothesis that the quality of the tourist supply depends upon the presence of coordination of activities carried out by the individual actors. An examination of the private or public activity relating to policies and coordination within the various tourist resorts in the Alps was therefore of fundamental importance. Three different levels of observation were chosen for this reason:

- level I: National Tourism Board;
- level II: Regional Tourism Board;
- level III: Local Tourism Board.

It was necessary to determine the organisational set-up throughout the alpine area in order to identify the level at which tourism policy decisions are made, and the ways in which these different levels interact. It was especially relevant to note that there is no sufficiently structured documentation available on this subject, not even in the form of a comparison between all the centres in the alpine area. Hence, the construction of a map that describes and compares the organisation of tourism within the alpine territory was already an innovative result of the research.

The objectives of the analysis can be summarised as follows:

- a) the identification of possible organisational models for the activity of destination management;
- b) the comparison of the different models in respect to their legal structure (public/private), their organisation (dimension, articulation), and their ways of financing marketing activities;
- c) the identification of relationships (cooperation, integration, conflict, antagonism) between public and private sectors in the various local realities.

The first step of the research project was to analyse the structural and normative framework in which destination management policies are formed and put into practice. The aim of this desk-analysis was to determine whether the environment in which businesses and tourist organisations operate in a given region can foster the emergence of a viable destination. Competencies were considered and analysed at the larger regional level as well as at the sub-regional and local levels.

The choice of the regional level for a detailed analysis of tourism organisations in the Alps was informed by the pivotal role of PTB in promoting and coordinating the tourist destinations.

The elements considered also took into account the norms of the sector, the tasks assigned to different levels of infrastructure, financial flows, information exchange, the role of public entities and the level of computerization. In-depth personal interviews were then conducted with representatives of regional tourist organisations, during which the research project was discussed. Throughout the analysis particular attention was given to the process of developing the destination itself as well as to the consequent activities of destination management, the aim being to determine if this was the result of top-down policies (a strategic design pursued at a governmental level that would result in the development of a structure for destination management), or bottom-up activities (spontaneous emergence of collaborative initiatives among actors).

The research project covers Italy, Austria, Switzerland, France, Germany and Slovenia, all chosen because they contain alpine regions. Liechtenstein and the Principality of Monaco have not been considered in the analysis. As regards Italy, the regions considered are Valle d'Aosta, Piemonte, Lombardia, Trentino, Alto Adige, Veneto and Friuli Venezia Giulia. For Austria, Burgenland, Kärnten, Niederösterreich, Oberösterreich, Salzburg, Steiermark, Tirol and Vorarlberg. Areas in Switzerland are Wallis, Berner Oberland, Ticino, Zentralschweiz, Graubünden, Région du Léman (Canton de Vaud). For France, Rhône Alpes and Provence Alpes Côte d'Azur (PACA) and the department of Alpes Maritimes. For Germany the Bayern region and, finally, because the analysis can be done only at a local rather than a regional level in Slovenia, the towns of Maribor and Kranjska Gora have been chosen.

Diverse development patterns have emerged for the mountain areas of these regions, both in terms of timing and process (see CIPRA 1998 and 2002). Referring specifically to the application of principles for destination management, the major findings of this analysis refer to organisational features, functions ascribed and methods of financing used for the destination. Worth noting is that the regions do not necessarily coincide automatically with the destinations, given that in some cases the region can contain distinct tourist destinations.

4. Legal Entity

In Italy, the regions of Valle d'Aosta, Lombardia, Trentino, Veneto and Friuli Venezia Giulia have instituted an organisation for promotion of tourism or a regional office that provides information for tourists and for the public in general. Moreover, regional governments in Veneto and Trentino have initiated reforms that look to privatise these public entities. The Piemonte region set up the regional tourism organisation as a consortium with public membership, while Alto Adige formed Alto Adige Marketing, a syndicated company with clearly demarcated responsibilities; its 23 members include the Autonomous Province of Bolzano, the Hoteliers Union, the Chamber of Commerce, and other consortia and associations of operators.

As regards Austria, in the regions of Burgenland, Oberösterreich and Vorarlberg the tourist organisations are government-run entities, while those in Kärnten, Niederösterreich, Salzburg and Steiermark are privately owned companies. In Tirol the *Tirol Werbung* serves as the principal tourist organisation and has as members the province of Tirol, a special “fund” to promote tourism, and the Chamber of Commerce.

In Switzerland the tourist organization of Wallis is organized as a private association (*Dachverband des Tourismus*) charged with monitoring and following the interests of the public, including tourism. In Canton Ticino the *Ente Ticinese per il Turismo* is, as stated in the tourism law of 30 November 1998, “a publicly owned corporation to which physical and legal persons of public or private status can belong.” In the Berner Oberland region there is a private organisation called *Berner Oberland* whose legal status as association as of September 2001 replaced the previous centralized regional organisation. Since January 2002 Zentralschweiz Tourismus has been replaced by the stock company Luzern Zentralschweiz Tourismus, which serves as the platform for commercialisation of the tourist products and runs a new center for services and coordination of the tourist activity of seven destinations in the region. In Graubünden, *Graubünden Ferien* is an association charged from the federal government with the tourism marketing services for the region. In the Région du Léman the *Office du Tourisme Vaudois* (OTV) is a government-run entity also acting as a coordinator of the local tourist offices.

In France at a regional level the *Comité Régional du Tourisme* (CRT), whose legal status might be determined by regional councils, private law companies that are financed with public funds and are responsible for regional tourist development policies and for tourism promotion abroad. Alpine departments in France are in the Rhône-Alpes and in the Provence-Alpes Côte d’Azur (PACA). The CRT Riviera Côte d’Azur is in charge of the maritime Alps but coexists with the PACA CRT.

In Germany the regional tourism organisation of Bavaria is *Bayern Tourismus Marketing*, whose main partners, associated, are the four tourism organisations of the Bavaria region.

In 1998 the Law on the Promotion of Tourism defined that promotional activities, stimulation of the development of tourist infrastructure and the provision of information for visitors, in Slovenia would be achieved on a local and on a national level Hence there is no tourism organisation at a regional level in Slovenia, but it does exist at a local level. The most important tourist destinations host local tourism offices or boards (*zabod*) which are run by the local municipalities.

As noted in table 1, more than half of the public tourism organisations in the alpine region are run as limited or private companies, though the presence of a public board as partner or associated as majority shareholder stays determinant. While the private law formula in tourism organisation is a recent phenomenon, it nonetheless appears to be growing in popularity as many public companies are changing their status and becoming private companies; moreover the presence of associated members guarantees several financing possibilities and fosters increased effectiveness.

Nation	Region	Public	Private
Italy			
	Piemonte		X
	Lombardia	X	
	Val d'Aosta	X	
	Friuli Venezia Giulia	X	
	Trentino	X	
	Alto Adige		X
	Veneto	X	
Austria			
	Burgenland	X	
	Kärnten		X
	Niederösterreich		X
	Salzburgerland		X
	Steiermark		X
	Tirol		X
	Oberösterreich	X	
	Vorarlberg	X	
Switzerland			
	Graubünden		X
	Zentralschweiz		X
	Berner Oberland		X
	Région du Léman	X	
	Wallis/Valais		X
	Ticino	X	
France			
	Rhône Alpes		X
	PACA		X
	Riviera Côte d'Azur		X
Germany			
	Bayern		X
Slovenia			
	Maribor	X	
	Kranjska Gora	X	

Table 1 Legal form of tourism organisations in the Alps

5. Functions

The functions of the public tourism organisation concern mostly the promotion of the tourist product, the collection and diffusion of information and the realisation of research and studies to monitor trends of the different tourist seasons. The use of new technologies, on the one hand, and the growing consideration of the tourist destination not only in terms of available hotel accommodations, but also as a complex and delicate territorial system, have required more suitable functions for tourism organisations to perform, such as:

- Web site creation and maintenance.
- Providing sales support for the tourist product (creating companies or offering options in companies).
- Differentiated promotional campaigns according to the target.
- Realisation of “thematic” products.
- Promotion of quality projects.
- Education.
- Coordination of local destination.
- International and interregional projects and initiatives, working with European programs and funds.

In Italy most companies for promotion of tourism perform essentially the same functions, among which are the improvement and promotion of local tourist products, market studies, and coordination among public and private actors within the region.

In Austria the type of activity performed at a regional level depends in large part on the legal form of the organisation. The regions of Burgenland, Oberösterreich and Vorarlberg have active policies for promotion, marketing and support of tourist products. Organisations with mixed public-private participation such as Salzburg, Kärnten, Niederösterreich and Steiermark support actively the commercialisation of the tourist products, as well as traditional activities to develop and support tourism. *Tirol Werbung* has set up affiliated companies that work with computerized systems (TisCover); they also manage proposals from film producers interested in filming in Austria (Cine Tyrol) and also the *brand* Tirol.

In Switzerland *Wallis Tourismus*, in addition to the regular activities of supporting general tourism policies as well as the specific activities of product marketing and commercialisation, promotes projects at a local level that seek to create a system of excellence (*Valais Excellence*) that involves the entire regional territory and that could expand to a national level. A key element of this programme is “hospitality training and education” for educators, who in turn pass on these skills to new generations. The *Ente Ticinese per il Turismo* develops and coordinates the local tourist offering. In addition it manages the “assistance granted by the governmental congress” based on specific quality criteria, and can establish or participate as stockholder in public or private companies in the tourism sector. The situation in the Berner Oberland region is different in that the *Berner Oberland* organisation is charged exclusively with coordinating promotional policies and activities. This is part of a larger pilot programme aiming to reorganise the regional territory based on the popularity of each of eight different locations, each of which participates in the promotional campaigns of *Schweiz Tourismus*. L’Office du Tourisme Vaudois (OTV) works to strengthen the collaboration

for promotion in overseas markets with the city of Geneva and with Wallis. In addition this office promotes the development of new thematic products. The OTV has also increased its role as coordinator of local tourism offices grouped in the “Groupement d’Offices du Tourisme” in order to reinforce synergies among tourist offices and to serve the destinations. Among the main functions of Zentralschweiz organization, which differentiates this organisation from the others, is the possibility of direct commercialisation of the tourist product. Also in Graubünden the role of coordination among local destinations is very important. This organisation also runs a call center for individual tourists and travel groups.

In France with the law of 3 January 1987, national government responsibilities for tourism were delegated to regional governments. Thus the CRT draw up a programme for development of tourism and recreation at a regional level, focusing on the creation and promotion of quality tourist products and on building customer loyalty; moreover the CRT prepare and coordinate activities to promote the region abroad. Three departments in the Rhône Alpes region especially look to the Alps for tourism: Savoie, Haute Savoie and Isère. The same is true for the Provence Alpes et Côte d’Azur, where two CRT coexist, the first covering the maritime alpine areas (*Comité Régional du Tourisme Riviera Côte d’Azur*), and the second working in five departments, two of which have extensive alpine tourism: Alpes-de-Haute-Provence and Hautes-Alpes.

In Germany the tourism organisation of Bavaria promotes the products developed within the single regions. Other functions are to strengthen the brand “Bayern”, to create new products and to increase the quality of information and booking services.

In Slovenia local tourist offices engage in promotional activities and manage the creation and coordination of events.

Table 2 summarises the main functions of PTB for each region in the Alps: promotion, sales, marketing support, research and studies, realisation and maintenance of web sites, development of new products and tourist offers, quality/excellence projects and education, cooperation among tourist regions, role of coordination among destinations.

Nation	Region	Promotion	Sales support	Research and studies	Web sites	Development of new products and tourism offers	Quality project, education	Cooperation among regions	Coordination of destinations
Italy									
	Piemonte	X		X	X	X		X	X
	Lombardia			X	X				
	Val d’Aosta	X		X	X			X	X
	Friuli Venezia Giulia	X		X	X				X
	Trentino	X		X	X				
	Alto Adige	X		X	X	X			X
	Veneto	X		X	X				
Austria									
	Burgenland	X		X	X				X
	Kärnten	X	X	X	X		X		
	Niederösterreich	X		X	X	X	X		
	Salzburgerland	X		X	X	X		X	
	Steiermark	X	X	X	X		X		X
	Tirol	X	X	X	X	X	X		X
	Oberösterreich	X		X	X				X
	Voralberg	X	X	X	X	X			
Switzerland									
	Graubünden	X	X	X	X	X	X		
	Zentralschweiz	X	X	X	X				X
	Berner Oberland	X			X		X	X	X
	Région du Léman	X		X	X	X		X	X
	Wallis/Valais	X		X	X	X	X	X	X
	Ticino	X	X	X	X	X			
France									
	Rhône Alpes	X		X	X	X		X	
	PACA	X		X	X				
	Riviera Côte d’Azur	X		X	X	X		X	X
Germany									
	Bayern	X		X	X	X	X		
Slovenia									
	Maribor	X		X	X	X		X	
	Kranjska Gora	X		X	X				

Table 2 Functions of tourist organisations in the Alps.

6. Financing

The analysis of the different ways of financing tourist organisation has revealed two possible modalities: public and non-public.

Possible forms of public financing include:

- State, regional councils, European funds.
- Visitor's, tourism or licences taxes.
- Incomes from lotteries and gambling.
- Company shares, when the government is shareholder of a private organization.

Sources of non-public financing:

- Partner shares.
- Commercial activities.
- Sponsorship.

Public financing is the rule in five Italian regions: Valle d'Aosta, Lombardia, Trentino, Veneto and Friuli Venezia Giulia. In Piemonte financing is shared (80% public – 20% private) and even more in Alto Adige (50% public – 50 % private).

In Austrian regions financing for tourism related activities derives, in varying degrees from region to region, from regional funds, visitors' taxes and from a tourism tax. In Salzburg a Regional Tourism Fund (*Fremdenverkehrsförderungsfond*) was established to finance and sustain tourism related activities at a regional level. In Tirol the revenues generated from the obligatory tax on tourism (*Pflichtbeiträge*) paid by regular members of the tourism consortia, along with revenues from the visitors' tax (*Aufenthaltsabgabe*) are turned over to the Regional Tourism Section; these funds are then redistributed (except a minimum amount that is withheld) to the territories where they originated and are used to finance tourism projects of regional interest, thus the very appropriate name of "fund to create incentives for tourism" (*Tourismusfoerderungsfond*).

In Switzerland *Wallis Tourismus*, besides its annual contribution from the government, takes in most of its funds from the fees deriving from the visitors' tax paid by tourists on the basis of their length of stay (*Kurtaxe*) and from regular membership fees. The Ticino canton receives a small government contribution but 70% of its financing comes from the tax on advertising. The *Ente Ticinese per il Turismo* is also supported by a portion of the cantonal tax on gambling and also by the involvement of commercial entities. In Berner Oberland region 80% of financing comes from the canton and 20% from private sources. *Berner Oberland* organisation retains 14% to cover promotional costs, the remaining 86% is redistributed among the eight principal locations based on the relative numbers of visitors to each. The *Office du Tourisme Vaudois* is financed 85% from the Canton, and 15% privately (associations, taxes, lotteries). In the tourism organisation of Zentralschweiz financing comes from associated partners, destinations and private partners, but also from the visitor's tax. In Graubünden financing comes 75% from Canton and 25% from local tourism organisations, which pay to *Graubünden Ferien* an amount according to the number of overnight stays.

In France the CRT funds come principally from the regional council and to a lesser degree from general councils, in addition to the contributions of tourism actors. The

Rhône Alpes region receives public funds, from the State, and also, for special projects, from the European Union. The CRT *Riviera Côte d'Azur* is financed 65% from the department council, 25% from the regional council, 8% from municipalities, and 2% from the State or European funds. The CRT *PACA* is wholly financed from the regional council.

In Germany financing for the tourism regional organisation of Bavaria comes from the regional government, with partners also contributing a minimum amount.

In Slovenia local tourist organisations are financed 100% by municipalities.

The following table summarizes the types of financing for each region.

Nation	Region	Public				Private		
		State/Region EU	Taxes (tourism, visitor's licences)	Lotteries Gambling	Shares/memb ership fees	Shares/memb ership fees	Commercial activities	Sponsorships
Italy								
	Piemonte				X	X		
	Lombardia	X						
	Val d'Aosta	X						
	Friuli Venezia Giulia	X						
	Trentino	X					X	
	Alto Adige				X	X		
	Veneto	X						
Austria								
	Burgenland	X	X					
	Kärnten		X		X			
	Niederösterreich		X		X		X	
	Salzburgerland				X			
	Steiermark	X						
	Tirol				X	X		X
	Oberösterreich	X						
	Voralberg	X						
Switzerland								
	Graubünden				X	X		X
	Zentralschweiz		X		X	X		
	Berner Oberland	X	X			X		
	Région du Léman	X	X	X		X		
	Wallis/Valais	X	X			X		
	Ticino	X	X	X		X	X	
France								
	Rhône Alpes	X						
	PACA	X						
	Riviera Côte d'Azur	X						
Germany								
	Bayern				X	X		
Slovenia								
	Maribor	X		X		X		X
	Kranjska Gora	X				X		

Table 3 Financing of tourist organisations in the Alps.

7. The model of the tourist organisation in the Alps

Observations from the research of the nature and dynamic of coordination activities among the actors revealed that within the alpine regions considered thus far there are no cases of “package” coordination; there are, in fact, no operators at the regional level who organize “all-included vacation packages” to offer on the market. Thus the predominant coordination models are “point-to-point” and “network”, where the public entity has an important role in facilitating the coordination process. This fact led to the identification of three distinct destination models:

- a) an “integrated” destination model, in which the Public Tourist Board (PTB) takes an active part in coordinating and directing the creation and promotion of the offering; in this model the different operators are highly involved and collaboration with other economic actors is encouraged, even those from different sectors;
- b) a “partially integrated” destination model, where coordination occurs principally during promotional activities and to a lesser degree for a definition of the offering; however, collaboration with and among tourism actors is extensive;
- c) a “fragmented” destination model, where coordination is weak and promotional activities are undertaken by single actors in the territory. In this case, the configuration of the destination is typically “point-to-point.”

An indisputable fact emerging from this study is that where the PTB has a well-structured plan to stimulate activity in the sector, more positive results are achieved in terms of destination definition and policies for destination management. Apart from specific considerations regarding the attitude towards cooperation among actors and the nature of the internal relationships of the destination, the evidence indicates that in the Alps the top-down approach guided by territorial entities is the best means of guaranteeing the high results desired in terms of coordination of the offering and organisation of promotional activities. This occurs, as we shall see in the following section, independently of the legal and organisational structure adopted to carry out destination management activities.

Table 4 presents the tourist organisations of the Alps as they fall within the model, that is as integrated, partially integrated, or fragmented. The variables used to define integration are:

- coordination and orientation of promotional activities,
- coordination in creating the offer,
- good ability to involve tour operators,
- collaboration with other economic actors,
- coordination of promotional activities,
- collaboration with tour operators,
- weak coordination, promotion of single territorial areas.

Models	Nation	Region	Financing	
Integrated	A	Kärnten	- coordination and orientation of promotional activities	
		Niederösterreich		
		Salzburg		
		Steiermark		
		Tirol		
	CH	Ticino	- good ability to involve tour operators	
		Wallis		
		Régione du Lemman		
		Zentralschweiz		
		Graubünden		
Partially integrated	A	Burgenland	- coordination of promotional activities	
		Oberösterreich		
		Voralberg		
	I	Alto Adige		- collaboration with tour operators
		Trentino		
		Valle d'Aosta		
	F	Provence Alpes-Côte d'Azur		
		Rhône Alpes		
		Riviera Côte d'Azur		
	D	Bayern		
Fragmented	CH	Berner Oberland	- weak coordination, promotion of single territorial areas	
	I	Friuli V.G.		
		Lombardia		
		Piemonte		
		Veneto		
	SLO	Maribor		
		Kranjska Gora		

Table 4 Model of the tourism organisation in the Alps

Conclusions

The comparison among the varying destination management activities in the Alps brings to light some considerations that can provide a basis for further research. The application of destination management to the alpine territory must take into account several contextual variables, among which are:

- a) the existence of a well-established tradition of tourism in many locations;
- b) the existence of local communities whose economic development is directly linked to tourism;
- c) the importance of public intervention in managing the alpine territories;
- d) the geo-climatic and morphological uniqueness of the alpine territory.

The research has also shown that the activities of destination management change in relation to the specific tourist location in the alpine area, which can be distinguished by social and cultural factors and by the local development model. In Austria, for example, coordination takes place at the level of the entire destination and is supported by both public and private contributions, while some Italian regions have a more disaggregated model where coordination activities take place on different levels, and can even overlap. As a consequence, in Tirol a strong managerial role is played by *Tirol Werbung*, which effectively carries out *meta-management* activities, while in both Piemonte and Alto Adige it is the consortia of operators who manage coordination of the destination. In Switzerland the individual cantons have well-defined and autonomous coordination capabilities, while the French policies of subsidiarity leave ample room for the local entities to design and carry out their own policies to promote tourism.

Also emerging from the comparative analysis is the notion that the strength of the destination is greater where there is a shared public-private participation and interest in the tourism structures of the territory, also in terms of financing. The assumption of responsibility and risk by both public and private actors of a territory appears to favour the development of the local tourist offering. The research has shown that where the government of a destination actively requires and works to set up structures and financing, alongside clear decision-making and organisational processes, the public entity can in fact provide a fundamental stimulus for the development of tourism in the territory. Thus, appropriately managed direct intervention as well as incentives for the local actors can be determining factors in the start-up and realisation of long-term destination management activities. The public entity is therefore seen as a facilitator in the process of developing tourist destinations, enabling the emergence of structures that should, over time, acquire their own functional and operative autonomy.

The natural subdivision of the regions into smaller areas (valleys, villages, municipalities) poses a significant problem of interdependence among territories, both vertically (hierarchies of activity of destination management) and horizontally (partnership relationships among territories). Within the region, in fact, not all locations or tourist areas are of the same importance historically and in terms of the quality of the tourist product.

The future of tourism in the alpine regions will depend on the ability to manage these processes of coordination both within the destination and external to it. Moreover the nature of tourism in these areas requires that the actors maintain a balance between the offering created and promoted and the sustainability of that offering, in practice meaning the conservation of the natural resources that are the essence of the attractiveness of the Alps for tourists of all types.

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Tourist Destinations and the Quality of Web Sites: A Study of Regional Tourist Boards in the Alps

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To define the characteristics that determine the quality of the web Site of a Public Tourist Board is the principal objective of the third line of study of the research group “eTourism” of the Faculty of Economics of the University of Trento (www.cs.unitn.it/etourism/). The other three research areas are tightly linked to it and serve to provide vital information regarding the requirements that the web site of Public Tourist Board must satisfy. For our purposes quality is defined as the ability of a web site to satisfy the needs and objectives of all actors involved (Cilione & al., 2002).

The activities carried out in the second year of the research are the following:

1. Definition of a model to evaluate the web sites of the regional tourist boards in the Alps
2. Application of the model to the evaluation of the web sites of the identified regional tourist boards
3. Requirements Analysis for a tool to support evaluation of web site quality based on the 2QCV3Q meta-model or framework.

We illustrate in this report the main assumptions and results for each of them. A more detailed description is given in the papers published over the last year.

1. Definition of a model to evaluate the web sites of the regional tourist boards in the Alps

Certain inherent difficulties arise when designing a site and attempting to measure its quality. These complex issues can be summarised as follows:

- A web site has several diverse components, thus requiring different competencies—technological and non-technological—for its design; in fact, the field of Web Engineering has emerged in response to this need (see, for example, (Deshpande et al., 2000)), aiming to integrate the seemingly divergent skills that go into designing a web site.
- A web site must satisfy the needs of many actors. Sites for tourism must by definition respond to the needs of tourists, an enormous category with varying individual desires and needs; consideration must also be given to local operators

and tourist organisations (the owners of the site), as well as to the professionals and technicians involved in designing and maintaining the web site.

- A systemic approach (an integrative approach is described in (Barnes & Vidgen, 2001)) to evaluating web site quality that aims to take into account these two points (the diverse components coming together at a web site and the importance of satisfying the needs of all actors) implies a process that is intrinsically qualitative and subjective.
- Finally, a trade-off that is always part of an evaluation of quality derives from the necessity to take into account the resources (time and financial) available.

Emerging from these considerations were the requirements that our research group deemed fundamental for a model to evaluate quality. First and foremost, the model must take into account the communicative and interactive nature of a Web site; in addition it should be domain independent, robust, user friendly and general purpose. There are several models in the literature that can be classified in three principal categories (an extensive bibliography is available at: <http://www.cs.unitn.it/WebSiteQuality/>): 1) models adapted from those introduced for software (for example, ISO or IEEE models (IEEE, 1998; ISO/IEC, 1991, 2001)); 2) models that focus on usability and which are connected with the research of HCI (Human Computer Interface); 3) models introduced specifically for the evaluation or design of web sites, which are diverse in terms of number of elements to evaluate—ranging from a few to several hundred—and of the evaluation modality. Some models are designed for specific site types such as e-commerce (Elliot & al., 2000) or libraries. As regards the tourism sector see for example (Wöber & al., 2002); a list of papers for application in this sector is given in a section at <http://www.cs.unitn.it/WebSiteQuality/>). An analysis of existing models showed that none of them responded fully to the needs of our research group, needs which led to the definition of an original meta-model or framework called 2QCV3Q; the name derives from the initials of the loci used in Cicero’s rhetoric (in Latin V stands for U), which takes its name from the initials of the Ciceronian loci that it is based on, using the principles of classical rhetoric (Mich & al., 2002, 2003). Using the Ciceronian loci made it possible to identify the fundamental dimensions of a web site, resulting in a framework that when compared with existing models can be seen as a meta-model for classification of diverse criteria for quality (table 1).

Table 1. Dimensions of the 2QCV3Q meta-model

QVIS? (Who?)	Identity
QVID? (What?)	Content
CVR? (Why?)	Services
VBI? (Where?)	Location
QVANDO? (When?)	Maintenance
QVOMODO? (How?)	Usability
QVIBUS AVXILIIS? (With what means?)	Feasibility

The seven dimensions thus identified constitute the general framework of the “quality model”, which is independent of the site under analysis. The first dimension, *Identity*, regards the image that the organisation projects and therefore all elements that come together in defining the identity of the owner of the site. *Content* and *Services* refer, respectively, to the information and services available for users. *Location* regards the

visibility of a site; it also refers to the ability of the site to offer a space where users can communicate with each other and with the organisation. *Maintenance* comprises all activities that guarantee proper functioning and operability of the site. *Usability* determines how efficiently and effectively the site's content and services are made available to the user. *Feasibility* includes all aspects related to project management (Cilione & al., 2002). To plan or evaluate a specific site, it is necessary to adapt the model by identifying the quality criteria that relate to the dimensions considered (Elliot & al., 2002). For some of our projects we have created a table that identifies two or three attributes for each dimension, with two sub-attributes for each dimension, for a total of 26 characteristics to evaluate (see for example, (Mich & Franch, 2000)). The specification of the characteristics for each dimension of the model is the most delicate part initially in the evaluation of the quality of a web site in that it determines the level of detail at which each dimension must be analysed (quality requirements in figure 1).

Given the aim of our project - to identify guidelines and recommendations for the design or redesign of the web site for a tourist destination –in the first year of the research we gathered information on the mission of the entities involved and also on the needs of tourists. According to the results of the first research area, which identified the regional level as the most important for the definition of the tourism strategies, we focused our research on the Regional Tourist Boards (RTB). Moreover, conditions are comparable at a regional level and the number of RTBs to be analysed is manageable enough to allow for an in-depth study of numerous sites (where the region is known for both its mountain and sea tourism, we considered only the mountain offering).

In the second year of the research we used this information to identify the requirements for the site of an RTB (Kotonya & Sommerville, 1998). These requirements were analysed and classified as quality criteria on the basis of the first six dimensions of the 2QCV3Q meta-model. In this way we defined a detailed model to support the assessment of the quality of the web sites of these organisations. The table model is made up of Boolean questions that are related to each of the dimensions of the 2QCV3Q scheme. Produced using an iterative approach, the model represents an important methodological output of the research. An initial version of the model to assess the quality of an RTB web site was developed during a brainstorming session held by three senior and three junior researchers, each having different competencies – management, statistics, information technology, and marketing. Subsequently, the elements of the model were reformulated into Boolean questions (in the first version of the table, the answer NA – not applicable – was available for those characteristics not being assessed, such as features related to sales for those RTB that do not engage in direct sales). The questions were worded so that a positive answer automatically corresponded to a higher “performance” rating for the site. As an example, one question for the dimension Identity reads as follows: “Do the images present on the site evoke thoughts of a vacation in the Alps?” The table was reviewed by two experts in an attempt to reduce any ambiguity in the questions and to reorganise the survey so that conceptually similar questions were grouped together, as well as to determine which elements should be considered only for their level of “excellence.” To this end, some questions were inserted in a second edition, whose aim was to establish a profile of excellence. At this point, three researchers—none of whom had helped to design the table—worked independently to apply the table to a limited number of sites, taking note of difficulties

encountered. Their findings and observations led to the addition, withdrawal or reformulation of some questions in the table. The end result was a table with about one hundred “elementary” questions for the dimensions of the 2QCV3Q framework. The complete table is given in Attachment A. In the following section we describe its application to the evaluation of the web sites of the RTBs.

2. Evaluation of the web sites quality of the regional tourist boards (RTB)

In our project we have followed some general guidelines for adopting a problem-solving approach in the evaluation of quality. A general model of the evaluation process is given in figure 1. In short, the evaluation process envisages an initial set-up phase, a design phase in which the evaluation plan and techniques are defined, and a final realisation phase. Given the dynamic nature of quality, it is important to see the evaluation process as iterative, so that the activities of different phases can be repeated, for example in different versions of the site or at different times of the site’s life cycle.

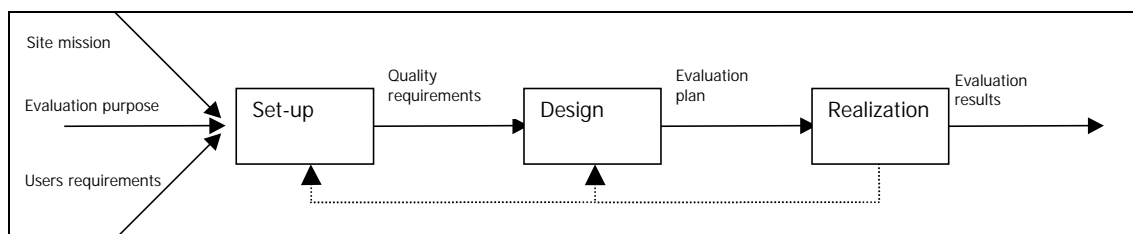


Figure 1 - Quality evaluation process

The information gathered in the set-up phase served two fundamental purposes:

- To identify the official alpine RTB sites to examine, which were distributed as follows: 7 in Italy, 8 in Austria, 6 in Switzerland, 3 in France, 1 in Slovenia and 1 in Germany (Table 2). The specific sites were identified through consultation of the web sites of the national tourist boards. Yet further research was done with “Google” to ensure that no RTB sites had been overlooked. For Slovenia the analysis will be done of the national Public Tourist Board site, given that there are no RTBs. Surprisingly, this initial scouting activity was more difficult than expected because in many cases there was no clear indication that we were dealing with the official RTB site; when we asked in one case whether we were visiting the official RTB site, we were given a vague answer; shortly thereafter, however, more explicit wording appeared on the home page of the site.
- To delineate the objectives of the RTB and its goals for the web site. These objectives are directly linked to the operating guidelines and functions of the different RTBs. Numerous interviews with the different directors (first line of study of the research group “eTourism”, see (Franch & al., Jan. 2002)) revealed that the RTBs often have diverse institutional forms (Franch & al., Jun. 2002). As for their mission, the principal differences can be explained by the fact that in many cases the RTBs cannot market directly the tourist products, thus making it necessary to assess differently the dimensions of the site dedicated to online sales (*Services and Maintenance*).

- To identify the needs and expectations of the “do-it-yourself” tourist. In fact, this tourist market segment is characteristic of the Alps area (last line of study of the research group “eTourism”, see Introduction).

The last two points are related to the definition of the evaluation table described in the previous section.

Table 2. Scouting for sites to evaluate

Region	State	Official Language	URL
Alto Adige	I	Italian/German	http://www.hallo.com
Friuli Venezia Giulia	I	Italian	http://www.turismo.fvg.it
Lombardy	I	Italian	http://www.inlombardia.it
Piedmont	I	Italian	http://www.regione.piemonte.it/turismo
Trentino	I	Italian	http://www.trentino.to
Valle d’Aosta	I	Italian	http://www.regione.vda.it/turismo
Veneto	I	Italian	http://turismo.regione.veneto.it
Burgenland	A	German	http://www.burgenland-tourismus.at
Kärnten	A	German	http://www.kaernten.at
Oberösterreich	A	German	http://www.oberoesterreich.at
Niederösterreich	A	German	http://www.niederoesterreich.at
Salzburger Land	A	German	http://www.salzburgerland.com
Steiermark	A	German	http://www.steiermark.com
Tirol	A	German	http://www.tirol.at
Vorarlberg	A	German	http://www.vorarlberg-tourism.at
Graubünden	CH	German/Italian	http://www.graubuenden.ch
Berner Oberland	CH	German/French	http://www.berneroberland.com
Zentralschweiz	CH	German	http://www.centrawitzerland.ch
Canton Ticino	CH	Italian	http://www.ticino-tourism.ch
Canton de Vaud	CH	French	http://www.lake-geneva-region.ch
Valais	CH	French	http://www.valaistourism.ch
Riviera Côte-d’Azur	F	French	http://www.crt-riviera.fr
Provence Alpes-Côte d’Azur	F	French	http://www.crt-paca.fr
Rhône-Alpes	F	French	http://www.rhonealpes-tourisme.com
Slovenia	SLO	Slovenian	http://www.slovenia-tourism.si
Bayern	D	German	http://www.bayern.by/

The principal objective of the second phase of the evaluation (design phase) is to identify the appropriate assessment modalities. The more important choices made regarding the evaluation of the RTB web sites regard the following points:

- The language to use for the assessment: the official language as indicated in table 2, to allow for an equitable comparison of results.
- Order in which to evaluate the dimensions: the dimension *Identity* to be evaluated after the dimensions *Content* and *Services*. The *Identity* of a site includes a series of features that can be assessed more correctly after the other two dimensions.
- Order in which to evaluate the sites: a parallel evaluation of the site with each dimension of the framework, this for every site of the specific country. Thus it was possible to obtain more homogeneous assessments without having to open all the sites of the different RTBs.
- For some questions related to the dimensions *Location*, *Maintenance* and *Usability* two tools were used to obtain technical data such as, for example, time needed to load the pages, the percentage of defective links or images that are incorrectly loaded, etc. (Xenu, <http://home.snafu.de/tilman/xenulink.html>; Watson, <http://watson.addy.com>). Other tools and functionalities, such as the spelling and grammar checks of Word and the search engines Google and Yahoo, to name a few, were used for the evaluation. Taken together, these tools were used to support about 12% of the questions in the table.

The realisation phase entailed applying the table based on the 2QCV3Q model described in the previous section (Attachment A). The first step was an initial visit to the site overall without using the table. The framework obtained as the “output” of the set-up phase was applied to the 26 RTB web sites. The second step required the parallel analysis of each dimension of the sites coming from the same nation. We also asked the evaluator to note important observations for each question relative to every dimension. The performances of the web sites for each dimension are given in Attachment B.

The most relevant results emerging thus far can be grouped into three categories of problems encountered with the majority of the RTB Web sites:

- A lack of information or services, which were deemed important in the requirements identification phase in order to adequately support the creation and development of the destination. For example, more than half of the sites give no information on the traditions and folklore of the region (e.g., www.regione.piemonte.it/turismo, www.rhonealpes-tourisme.com); about 60% of the sites were found lacking in information on the handicrafts and typical local products (turismo.regione.veneto.it, www.vorarlberg-tourism.at), and even public transport in the region (54%, e.g., www.hallo.com, www.bayern.by); about 30% of the sites make no mention of the landscape, hiking trails in the mountains or bike paths; about 20% fail to include information about sporting activities different from skiing (e.g., www.regione.piemonte.it/turismo, www.turismo.regione.veneto.it). Also, only one site provides for help online (www.kaernten.at), a tool considered indispensable to expanding the user base to include less-experienced navigators; about 40% of the sites do not give a search tool.
- Insufficient application of some good practices described in the literature as essential for the success of a web site (see for example, Nielsen 1999). Among these is the need to update the site frequently: for our purposes it was deemed

reasonable to assume that the information be updated at least for the season when our evaluation took place; we encountered problems in this area in 26% of cases. At a technical level, this problem is connected to a high number of defective links: in fact, 8% of the sites studied have a rate of broken links that is over 3% (e.g., www.graubuenden.ch). As for their usability, about 8% of sites require a plug-in to download the home page (e.g., www.guideriviera.com e www.crt-paca.fr), while 85% of the sites take more than 15 seconds to download the home page (estimated times for a modem with 28.8 Kbaud; e.g., www.kaernten.at, www.trentino.to, www.tirol.at).

- Poor use of the potential offered by a web site. It emerged that only 15% of the sites offer the possibility to print at least some of the contents (e.g., www.kaernten.at, www.inlombardia.it); in addition, in just over 40% of the sites it is possible to join a mailing list to receive updated information or a newsletter via e-mail (e.g., www.bayern.by, www.burgerland.at). Finally, only a few sites allow the users to exchange testimonies with others regarding experiences in the region (e.g., www.bayern.by, which contains a forum).

The results obtained suggest the need for further revisions of the table. Some questions will have to be regrouped and a new version of the evaluation table should be formulated.

In comparing the performances of the RTB sites we will apply the principal component analysis (PCA), a technique that is able to take into account the contribution of the different elements of a site in arriving at the final result.

In addition, a deeper analysis will be undertaken so as to verify the existence of different quality profiles. The statistical technique referred to as correspondence analysis (CA) will be applied here (Greenacre, 1984).

3. Requirements Analysis for a tool to support evaluation of web site quality based on the 2QCV3Q meta-model

The experience gained by our research group in five years—through direct application of the framework in diverse contexts and with different objectives—has made it possible to identify the most critical elements in the process of evaluating the quality criteria for a web site. Most notable among these was the need to have a support tool.

Assuming that the tool has to support all phases of the quality evaluation process, its logical design can be described referring to these phases. As regards the *functional requirements*, in the set-up phase the tool has to support:

- the definition of the purpose of the evaluation
- the identification of the goals of owner of the site/s
- the elicitation of the different target users' needs
- the input of data necessary for the evaluation (the addresses of the sites to be evaluated, the date of the visit of the sites, the domain of the sites, etc.)
- the definition of a quality profile based on the 2QCV3Q model (for the present project, the table given in AttachmentA).

The last element involves the definition of quality criteria for each dimension, a level of detail that takes into account the information gathered in previous steps.

In the design phase, the tool must help to choose the evaluation modality that is best suited for the project. Such modalities can foresee the assignment of numerical points (for example, from 0 to 4) or linguistic levels (for example, insufficient, sufficient, adequate, good, very good, excellent), the use of metrics like those adopted in (Olsina et al., 2001), or of Boolean questions (as in the present project).

Finally, in the evaluation phase, the tool must calculate the performance of the quality criteria and provide the functionalities for a description and graphic representation of the results.

Some further functionalities were also identified that must support cross-process activities:

- inquiry and reporting
- documentation
- help on line (for example, to explain the meaning of a quality criterion)
- demo (training).

The high-level *non-functional* requirements are the following:

- multilingual: Italian, English, Spanish; the latter language is necessary to favour the collaboration with an Argentinian research group;
- user-friendly: the users of the tool all have different levels of competence;
- integratable with other tools so that the output can be imported into the productivity software that is used individually and in common;
- based on standard hardware and software;
- easily interfaceable with tools that support automatic evaluation of some criteria (in the applications thus far realised they represent a very low percentage (see Mich et al., 2003); A list of these tools is given at www.usableweb.com; see also the Web Design Group site www.htmlhelp.com/tools);
- ensure that some functionalities are accessible only to the analyst and not to the person doing the final evaluation.

Finally, the tool must feed a repository with the quality criteria, the levels of detail and other information regarding evaluations already completed, thus making it possible to support the decisions taken. Useful information is thus available for a multi-level analysis of various projects. Another important functionality emerging with the use of the requirements prototype—realised in Access—regards the automatic creation of electronic forms to be filled in on the web or attached to e-mail messages.

To facilitate requirements identification (functional and non-functional) of the tool we have developed a discovery (requirements) prototype, and we used it first to solicit useful feedback from the evaluators. The requirements identified using the discovery prototype (such as the need to automatically produce electronic forms or to feed a repository to support decisions based on completed evaluations) are also those that seem to be the most critical for the overall effectiveness and usefulness of the tool.

We tested the first prototype version in the evaluation of the RTB web sites described in this report. The tool, named WET – Web Evaluation Tool – has been developed in MsAccess, to facilitate easy maintenance. Attachment C contains the principal frames of the tool, beginning with those used for registration and to gather data on the evaluator; after this the principal information about the site under evaluation is inserted, and then for each dimension the presentation of the questions contained in the table described in the first section of this report. Figure 2 shows the first part of the frame used to evaluate the dimension *Content*.

Content (QVID)	Description of Dimension	Yes	No	NA	Weight	Score	Other Observations
	Does the site contain information on the lodging alternatives offered by the hotel sector (for example, by category or star, by type)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	
	Is this question clear?	<input type="text"/>					
	Is information available regarding non-hotel lodging alternatives?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	
	Is this question clear?	<input type="text"/>					
	Is there a minimum of information on fitness and wellness centres (hotels, spas, thermal springs, etc.)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	
	Is this question clear?	<input type="text"/>					
	Is there information on food and refreshment facilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	
	Is this question clear?	<input type="text"/>					

* The letter "ñ" in Latin represents our "U"

Return to Previous

Figure 2 – Frame for the evaluation of the dimension *Content*

Preliminary conclusions and future developments

In this report we have presented the results of an evaluation of web sites of RTBs in the alpine territory. The aim is to identify guidelines or recommendations for the design of a quality web site for a tourist destination. The first result of the research was the table designed to evaluate the sites, a model that takes into account the needs of the various actors involved in the design and use of a web site. At this stage in the project we have seen how the 2QCV3Q meta-model has helped to 1) facilitate communication both among the researchers themselves and among the researchers and the actors taking part in the study, 2) highlight critical issues rapidly, and 3) provide a conceptual basis for identifying and classifying web site requirements. Specifically—and perhaps most importantly at a very practical level—the application of the 2QCV3Q framework brought to light some common critical areas to be addressed regarding the sites of the RTBs, or arguably, the RTBs themselves.

As regards the evaluation table, in light of the experience gained through practical application, we maintain that it is possible to use the results to further revise some of the questions, considering the information obtained (for example, all positive answers do not provide information). Another objective has to do with using the results analysis of the principal components in order to understand the relevance of the questions in the evaluation table.

Furthermore, we are working on a comparison between the results of the evaluation done with a “qualitative” scheme defined during the first year of research and the results obtained by means of the table with boolean answers. We hope thereby to gather useful indications regarding the level of detail at which we choose to conduct an evaluation. In fact, if the overall performances of the sites were similar in both cases, we could use a standard scheme to classify the sites and a more detailed scheme to note areas requiring intervention so as to improve the quality of the site.

Future research hinges on two principal points: a) a definition of the requirements for a high-quality RTB web site (profile of excellence), and b) development of a tool to support the evaluation of the quality of web sites, so as to automatize the evaluation of some elements and to make the overall evaluation project easier to carry out. To address the first point, we shall undertake a laboratory test in a controlled environment involving subjects that are representative of the various actors. The aim is to measure the degree of user satisfaction with those sites deemed—through application of the framework—to be among the best; this test will serve to further validate the model and to identify elements that can be useful when designing a web site that reflects the principles of excellence. As regards the second point, we intend to generalise the tool in order to support the application of different levels of analysis and to integrate tools that allow the automatic evaluation of some characteristics of the sites.

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ATTACHMENTS

- A. Table for web site quality evaluation of the RTBs in the Alps**
- B. Results of the RTB web sites quality evaluation**
- C. The Web site Evaluation Tool – WET**
- D. Publications and activities related to research area N.°3 – Year 2002**

ATTACHMENT A

Table for web site quality evaluation of the RTBs in the Alps

Version of 29.11.2002

Evaluation procedure

1. An initial visit to the site overall without using the table
2. Parallel analysis of each dimension of sites coming from the same nation
3. Note important observations for each question relative to every dimension

To respond to some questions it is necessary to use information contained in the tables attached, according to the instructions provided.

For the questions designated with (A) – about 12% of total questions – it is possible to use the indicated support tools which are available at the following addresses:

- Dr. Watson <http://watson.addy.com>
- Google <http://www.google.com>
- Internet Explorer <http://www.microsoft.com/windows/ie/downloads/archive/default.asp>
- Microsoft Word <http://www.microsoft.com/office/downloads/default.asp>
- Netscape Navigator <http://wp.netscape.com/download/archive.html>
- Pagerank (Google) <http://toolbar.google.com/>
- Resize Browser <http://www.rjlsoftware.com/software/utility/default.shtml>
- Xenu <http://home.snafu.de/tilman/xenulink.html>
- Yahoo <http://www.yahoo.com>

The values indicated as threshold to respond to some questions have been established based on data contained in the following documents:

- <http://www.w3schools.com/browsers/default.asp>
- <http://216.71.73.234/pixelpolitics/color.html>
- <http://statmarket.com/>
- <http://www.coleyconsulting.co.uk/wtrend.htm>
- http://www.onestat.com/html/aboutus_pressbox11.html
- <http://www.upsdell.com/BrowserNews/stat.htm>

Content (Quid)

This dimension regards the information that the site makes available to tourists.

CONTENT	
1. Does the site contain information on the lodging alternatives offered by the hotel sector (for example, by category or star, by type)?	YES NO
2. Is information available regarding non-hotel lodging alternatives?	YES NO
3. Is there a minimum of information on fitness and wellness centres (hotels, spas, thermal springs, etc.)?	YES NO
4. Is there information on food and refreshment facilities?	YES NO
5. Is the information on food and refreshment facilities organised by category (for example, typical local food, pizzeria, agritour, general restaurant, etc.)?	YES NO
6. Does the site mention local culinary traditions?	YES NO
7. Does the site refer to locally grown or produced food products (for example, speck, apples, grapes, wine, cheese, etc.)?	YES NO
8. Is information available regarding opportunities and locations for different types of skiing (at least for downhill and cross-country)?	YES NO
9. Is the information related to skiing broad in scope, containing details on the variety of slopes and whether they are connected and reachable by chair lift, T-bar or other means, as well as local snow conditions?	YES NO
10. Does the site provide information on other sports that can be practiced in the area?	YES NO
11. Is there information on the artistic heritage of the region (for example, museums, churches, castles, etc.)?	YES NO
12. Is information given regarding the traditions and folklore of the region?	YES NO
13. Is specific information given on the handicraft trades and/or industries that are highly characteristic of the territory?	YES NO
14. Is there information on local events and activities (festivals, annual athletic competitions, performances, etc.)?	YES NO
15. Does the site contain pictures and/or descriptions of the regional landscape?	YES NO
16. Is there an atlas or map of the region?	YES NO
17. Is information provided on the local climate (for example, period and amount of rainfall, average seasonal temperatures, etc.)?	YES NO
18. Is there information regarding the natural assets of the region (for example, parks, reserves, biotopes, etc.)?	YES NO

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

19. Is there information regarding excursions or hiking opportunities in the mountains (trails, etc.)?	YES NO
20. Is there information about bike trails?	YES NO
21. Does the site provide directions on how to reach the region?	YES NO
22. Is there information regarding travel viability within the region?	YES NO
23. Is there information about public transport in the region?	YES NO
24. Is there information on public services and facilities (for example, hospitals, clinics, emergency and ambulance services, police, fire protection, etc.)?	YES NO
25. Does the site offer information on the possibility of organising conferences or meetings in the region?	YES NO
26. Is there a specific section of the site giving news from the press office of the RTB?	YES NO
27. Does the site indicate, at least in some cases, the source of the information provided?	YES NO

Services (Cur)

Users of the site should be provided with services that permit the RTBs to reach their own objectives and at the same time meet the users' needs. Thus a certain level of quality must be guaranteed, which for a Web site of this type translates into security for on-line payments and attention to issues of privacy, in addition to providing accurate and thorough information.

SERVICES	
1. Is it possible to request additional informative material on-line?	YES NO
2. Is it possible to download informative material on-line?	YES NO
3. Is the means available to print some areas of the site (for example, icons of a version available for printing, etc.)?	YES NO
4. Are changes and updates of the site adequately indicated to assist those who visit the site regularly?	YES NO
5. Is it possible to see a weather forecast at the site?	YES NO
6. Does the site provide a current traffic report?	YES NO
7. Is it possible to send electronic postcards through the site?	YES NO
8. Is there a Newsletter service?	YES NO
9. Can the tourist book accommodation the site completing the entire process directly on-line?	YES NO
10. Is it possible to purchase holiday packages through the site?	YES NO
11. Can the tourist purchase other elements of the vacation through the site (for example, tickets, transport, skipass, etc.)?	YES NO
12. Is the tourist guaranteed the privacy of any personal data submitted?	YES NO

Identity (Quis)

This regards the “image” of the RTB and therefore all elements that together make up its identity. It also includes the ability of the entity to adjust its identity in relation to different categories of users.

IDENTITY	
1. Does a (regional) logo/trademark appear on the home page of the site (or on the first principal page if the home page is simple or dedicated to language selection)?	YES NO
2. Does the logo/trademark give any indication that it is the site of a tourist entity?	YES NO
3. Is the logo/trademark also visible on other pages of the site?	YES NO
4. On the whole, does the graphic design of the site conjure up the image of a RTB of an Alpine region?	YES NO
5. Is the graphic design (or style) homogeneous throughout the entire site?	YES NO
6. On the whole, is it evident that it is the official site of a RTB?	YES NO
7. Is there information or even specific sections/pages for different segments of the market (children, elderly, etc.)?	YES NO
8. Do the images serve to evoke thoughts of an Alpine vacation?	YES NO
9. Does the site contain links to lower level tourist entities (those under the Regional Tourist Board – RTB)?	YES NO
10. Are external links opened by means of an external window or from within an internal frame of the site being evaluated (check the home page or the first principal page if the home page is simple or for language selection)?	YES NO
11. Are external links encountered during the navigation coherent with the purpose of the RTB?	YES NO
12. Is there information differentiated by season (particularly for sports and events)?	YES NO
13. Does the tourist who visits the site gain an understanding of the type of vacation that is possible in the region (for example, sports, entertainment, relaxation, cultural attractions, etc.)?	YES NO
14. In regions that are not exclusively Alpine, is information specifically regarding the mountainous area easy to identify and obtain?	YES NO
15. Are banners and other advertising (pop-up, links, etc.) present on the site coherent with the purpose of the RTB?	YES NO

NOTE QUESTION 14: for exclusively alpine regions the default answer is Yes

NOTE QUESTION 15: if banners or other advertising are not present the default answer is Yes

Location (Ubi)

This regards the visibility of a site and therefore everything that contributes to its accessibility. This means having an address that is easy to remember and applying strategies that make the site easy to find using a standard search engine. It also refers to the site's ability to provide tourists a space where they can interact with each other and with the RTB.

LOCATION	
1. Is the URL of the site intuitive, that is, is it related to the name of the region so that it can eventually be identified (normally with the name of the region and with the initials of the nation as a suffix, or with .com or .net as suffix, as in the example www.tirol.at) or by entering an intuitive site name will the user be directed to the official site?	YES NO
2. Is the URL of the site easy to remember (for example, www.hallo.com is not intuitive but it is easy to remember)?	YES NO
3. Is it possible to access the site of the RTB by means of a link available through the national tourist entity (see table 2)?	YES NO
4. Is the site among the first ten finds of a search output using search engines google or yahoo, having used the name of the region as the keyword (in the official language – see table 2 - of the region of the RTB or in English if this is the more widespread version, with English set as the language for the search)? (A)	YES NO
5. Does the site show the telephone number of the RTB?	YES NO
6. Does the site show the address of the RTB?	YES NO
7. Does the site indicate the operating hours of the RTB?	YES NO
8. Is it possible to interact via Web with the RTB (e-mail, online forms)?	YES NO
9. Does the site give the e-mail address of the Webmaster of the site?	YES NO
10. Is it possible to register with the site, for example to receive a newsletter or join a forum, etc.?	YES NO
11. Is it possible to exchange testimonies with other users regarding experiences in the region?	YES NO
12. Do the description and keywords for the home page (or principal page if the home page is simple or only for language selection) pass the Watson-search engine compatibility test (to help finding the web Site with the search engine)? (A)	YES NO

NOTE QUESTION 12: the tool does not check pages with dimensions over 70KB; to check some pages it was necessary to copy a description and the meta tags onto a guest page of our server and to then check it with Watson.

Maintenance (Quando)

This includes all activities aimed at guaranteeing correct operation of the site; as such the links must be maintained (corrective maintenance) and the technologies and languages used must be updated (evolutive maintenance). Often overlooked, this dimension – as with all applications based on information technologies – affects the overall cost of the project but is at the same time a determining factor in its overall success.

MAINTENANCE	
1. Is information updated for the different seasons (winter/summer) when the site is visited?	YES NO
2. Does the home page (or principal page if the home page is simple or only for language selection) contain a date of the last update that is less than two months prior to the evaluation?	YES NO
3. Is the entire home page visible (with no images and sections of the page that failed to appear in the designated space)?	YES NO
4. Did the server work correctly during the evaluation of the site?	YES NO
5. Do external links work correctly? (with a rate of broken links inferior to 3%, check with XENU) (A)	YES NO
6. Are the external links correct? (with a rate of broken links inferior to 3%, check with XENU) (A)	YES NO
7. Can the images be downloaded correctly? (those unable to be downloaded inferior to 3%, check with XENU: “not found” in its output checking the extension as to why it gives problems (A)	YES NO
8. Does the booking service work correctly (simulating a hotel booking for two people for the second week of February)?	YES NO

NOTE QUESTION 8: if the tourist cannot book accommodation through the site completing the entire process directly on-line, the default answer is No

Usability (Quomodo)

This is the most widely studied dimension, and it determines how efficiently and effectively the content and services are made available to users. In this light, the aims of the site should be examined also in relation to the means of access to the site, the hardware and software available, the familiarity the user has with the computer and with search techniques, as well as languages used.

USABILITY	
1. Is there a map of the site?	YES NO
2. Is there on-line help?	YES NO
3. Is there an index of the site?	YES NO
4. Does the site offer a search service using one or more keywords within the site?	YES NO
5. Are different languages available at the site (at least two besides the language of the region of the RTB (see table 2), including English, French, Spanish, German, and Italian)?	YES NO
6. Is there a link to the home page from other pages of the site or are there signposts that guide the user through the site (important for users who enter the site at locations other than the home page)?	YES NO
7. Is there a link making it possible to return to higher level pages of the site without going through the home page (orphan pages)?	YES NO
8. Does it take a reasonable amount of time to load the home page (less than 15 seconds – about 24% of users in the USA in 2001 connected via modem at 28.8-33.6Kbaud: Watson; empirical evaluation in presence of file flash; see. www.guideriviera.com)?(A)	YES NO
9. Are there functions in place that allow some principal elements of the home page (text and search tools) to be visible before the entire page is loaded?	YES NO
10. Is the language employed easy for an average tourist to understand (common rather than specialised language)?	YES NO
11. Is there correct spelling of titles, link names, names of buttons and of course text (check the home page thoroughly and the first important page)? (A)	YES NO
12. Is the syntax of sentences correct (verify the first ten sentences thoroughly, starting from the home page)? (A)	YES NO
13. Is the site visible with the browser used for the evaluation (Explorer 5.0)?	YES NO
14. Is the site visible with other commonly used browsers (Netscape 4.0: verify on the home page)?	YES NO
15. Is the site visible in the video resolution set for the evaluation 800x600 (or check with Resize Browser (A))?	YES NO
16. Is the home page correctly displayed with 16 bit for the colours (high colour - 65000 colors)? (change of monitor settings)	YES NO

17. Is the site visible even without loading the images? (check by disabling the images with Explorer and verifying the presence of a description at least for those images that can be clicked)	YES	NO
18. Can the home page, or important parts thereof, be loaded without having to install plug-in (XENU: script that checks the extensions of the files highlighted) (A)?	YES	NO

NOTE QUESTIONS 11 AND 12: Check carried out by copying the phrases to evaluate onto a Word document and then applying the spelling and grammar check functions after setting the correct language.

Feasibility (Quibus auxiliis)

This dimension includes all aspects strictly related to *project management*, among which are the limits on time and budget, the skills required, the choice of architecture (for example, commercial or public domain, that is “open source”), the identification of tools and development standards to adopt when setting up the site, and finally the integration with existing technological platforms.

The seventh dimension will be evaluated in greater detail for only a small number of sites, with further research by means of interviews with directors of the RTBs.

FEASIBILITY		
1. Does the site contain data on its use (for example, the number of hits since its creation, number of registered members, etc.) that could be useful in calculating the ROI?	YES	NO
2. From an initial visit to the site is it possible to conclude that it has no amateur aspects?	YES	NO
3. Is the site highly popular ?(check if Pagerank of Google is greater than 5/10). (A)	YES	NO

NOTE QUESTION 1: Note that many RTB gather these data without publishing them on the site.

Table 1 – Regional Tourist Boards

ITALY			
Region	Tourist Organization	URL	Exclusively Alpine Region
Valle d'Aosta	Assessorato Turismo, Sport, Commercio e Trasporti	www.regione.vda.it/turismo	Yes
Piemonte	Agenzia regionale per la promozione turistica del Piemonte	www.regione.piemonte.it/turismo	No
Lombardia	Settore attività produttive	www.inlombardia.it	No
Trentino	Azienda di promozione turistica Trentino	www.trentino.to	Yes
Alto Adige	Alto Adige Marketing	www.hallo.com	Yes
Veneto	Direzione Turismo	turismo.regione.veneto.it	No
Friuli Venezia Giulia	Azienda di promozione turistica regionale	www.turismo.fvg.it/	No
AUSTRIA			
Region	Tourist Organization	URL	Exclusively Alpine Region
Burgenland	Burgenland Tourismus	www.burgenland-tourismus.at	Yes
Kärnten	Kärnten Information und Buchung	www.kaernten.at	Yes
Niederösterreich	Niederösterreich-Werbung	www.niederoesterreich.at	Yes
Salzburg	Salzburger Land Tourismus	www.salzburgerland.com	Yes
Steierische	Steierische Tourismus	www.steiermark.com	Yes
Tirol	Tirol Info	www.tirol.at	Yes
Oberösterreich	Landesverband für Tourismus in Oberösterreich	www.oberoesterreich.at	Yes
Vorarlberg	Vorarlberg Tourismus	www.vorarlberg-tourism.at	Yes

NB: The Principate of Monaco and Liechtenstein are not included in the analysis because of their small geographic size. Liechtenstein works together with Switzerland for some promotional activities.

SWITZERLAND

Region	Tourist Organization	URL	Exclusively Alpine Region
Grigioni	Graubünden Ferien	www.graubuenden.ch	Yes
Zentralschweiz	Luzern Tourismus AG Region Zentralschweiz	www.centralswitzerland.ch	No
Oberland Bernese	Destinationen Berner Oberland	www.berneroberland.com	Yes
Cantone di Vaud /Région du Lemman	Office du Tourisme du canton de Vaud	www.lake-geneva-region.ch	No
Vallese	Valais Tourism	www.valaistourism.ch	Yes
Ticino	Ticino Turismo	www.ticino-tourism.ch	Yes

FRANCE

Region	Tourist Organization	URL	Exclusively Alpine Region
Rhône-Alpes	Comité Régional du Tourisme Rhône-Alpes	www.crt-rhonealpes.fr/	No
Provence Alpes- Côte d'Azur	Comité Régional de Tourisme Provence Alpes- Côte d'Azur	www.crt-paca.fr	No
Riviera-Côte- d'Azur	Comité Régional du Tourisme de Riviera- Côte-d'Azur	http://www.crt-riviera.fr	No

SLOVENIA

Region	Tourist Organization	URL	Exclusively Alpine Region
Slovenia	Slovenska nacionalna turisticna organizacija	www.slovenia-tourism.si	No

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

GERMANY			
Region	Tourist Organization	URL	Exclusively Alpine Region
Bayern	Bayern Tourismus Marketing GmbH	www.bayern.by/	No

Table 2 – Regional Tourist Board Data

RTB Name	URL	Target of the site	Owner's goals	Users' goals	Official language	National Tourist Entity	URL of National Tourist Entity
Alto Adige Marketing	http://www.halilo.com	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	Italian German	ENIT (Ente Nazionale Italiano per il Turismo)	http://www.enit.it
Agenzia Regionale per la Promozione Turistica del Friuli Venezia Giulia	http://www.turismo.fvg.it/	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	Italian	ENIT (Ente Nazionale Italiano per il Turismo)	http://www.enit.it
Assessorato dell'Industria, PMI, Cooperazione e Turismo della Lombardia	http://www.inlombardia.it	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	Italian	ENIT (Ente Nazionale Italiano per il Turismo)	http://www.enit.it
Azienda Regionale per la Promozione Turistica del Piemonte	http://www.regione.piemonte.it/turismo	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	Italian	ENIT (Ente Nazionale Italiano per il Turismo)	http://www.enit.it
Azienda Promozione Turistica del Trentino	http://www.trentino.to	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	Italian	ENIT (Ente Nazionale Italiano per il Turismo)	http://www.enit.it
Assessorato al turismo, sport, commercio e trasporti della Valle d'Aosta	http://www.regione.vda.it/turismo	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	Italian	ENIT (Ente Nazionale Italiano per il Turismo)	http://www.enit.it
Direzione Turismo della Regione del Veneto	http://turismo.regione.veneto.it	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	Italian	ENIT (Ente Nazionale Italiano per il Turismo)	http://www.enit.it
Burgenland Tourismus	http://www.burgenland-tourismus.at	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Österreich Werbung Wien	http://www.austriatourism.biz/
Kärnten Werbung Marketing & Innovationsmanagement GesmbH.	http://www.karnten.at	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Österreich Werbung Wien	http://www.austriatourism.biz/
Landesverband für Tourismus in Oberösterreich	http://www.oberoesterreich.at	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Österreich Werbung Wien	http://www.austriatourism.biz/

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

Niederösterreich-Werbung GmbH	http://www.niederosterreich.at	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Österreich Werbung Wien	http://www.austriatourism.biz/
Salzburger Land Tourismus GmbH	http://www.salzburgerland.com	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Österreich Werbung Wien	http://www.austriatourism.biz/
Steirische Tourismus GmbH	http://www.steiermark.com	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Österreich Werbung Wien	http://www.austriatourism.biz/
Tirol Info	http://www.tirol.at	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Österreich Werbung Wien	http://www.austriatourism.biz/
Vorarlberg Tourismus	http://www.vorarlberg-tourism.at	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Österreich Werbung Wien	http://www.austriatourism.biz/
Graubünden Ferien	http://www.graubuenden.ch	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German Italiano Rumantsch	Myswitzerland	http://www.myswitzerland.com/
Destinationen Berner Oberland	http://www.berneroberland.com	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German French	Myswitzerland	http://www.myswitzerland.com/
Luzern Tourismus AG Region Zentralschweiz	http://www.zentralschweiz.ch	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	German	Myswitzerland	http://www.myswitzerland.com/
Ticino Turismo	http://www.ticino-tourism.ch	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey/ vacation	Italian	Myswitzerland	http://www.myswitzerland.com/
Office du Tourisme du canton de Vaud	http://www.lake-geneva-region.ch	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	French	Myswitzerland	http://www.myswitzerland.com/
Valais Tourism	http://www.valaistourism.ch	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	French German	Myswitzerland	http://www.myswitzerland.com/
Comité Régional du Tourisme (CRT) Riviera Côte - d'Azur	http://www.crt-riviera.fr	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	French	Maison de la France	http://www.franceguide.com/

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

Comité Régional du Tourisme Provence Alpes-Côte d'Azur (PACA)	http://www.crt-paca.fr	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	French	Maison de la France	http://www.franceguide.com/
Comité Régional du Tourisme (CRT) Rhône-Alpes	http://www.rhonealpes-tourisme.com	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	French	Maison de la France	http://www.franceguide.com/
Bayern Tourismus Marketing GmbH	http://www.bayern.by/	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	German	Deutsche Zentrale für Tourismus e.V. (DZT)	http://www.deutschland-tourismus.de/
Slovenska nacionalna turistična organizacija	http://www.slovenia-tourism.si	leisure and business travellers	marketing and promotion of the region	acquire information to organize the journey / vacation	Slovenian	Slovenska nacionalna turistična organizacija	http://www.slovenia-tourism.si

ATTACHMENT B

Results of the RTB web sites quality evaluation

This attachment contains the tables summarizing for each dimension the responses to the questions. The number of both positive and negative answers are shown, as well as the percentage of positive responses on the total for the 26 sites evaluated.

The data are represented graphically in the figures that follow, which for each dimension include a histogram showing the percentage of affirmative responses.

The final histogram is useful in making an initial evaluation of the sites in terms of the percentage of positive responses on the total of 95 questions contained in the model.

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

CONTENT				
QUESTION		YES	NO	% YES
1	Does the site contain information on the lodging alternatives offered by the hotel sector (for example, by category or star, by type)?	25	1	96,2%
2	Is information available regarding non-hotel lodging alternatives?	25	1	96,2%
3	Is there a minimum of information on fitness and wellness centres (hotels, spas, thermal springs, etc.)?	23	3	88,5%
4	Is there information on food and refreshment facilities?	14	12	53,8%
5	Is the information on food and refreshment facilities organised by category (for example, typical local food, pizzeria, agritour, general restaurant, etc.)?	13	13	50,0%
6	Does the site mention local culinary traditions?	16	10	61,5%
7	Does the site refer to locally grown or produced food products (for example, speck, apples, grapes, wine, cheese, etc.)?	15	11	57,7%
8	Is information available regarding opportunities and locations for different types of skiing (at least for downhill and cross-country)?	21	5	80,8%
9	Is the information related to skiing broad in scope, containing details on the variety of slopes and whether they are connected and reachable by chair lift, T-bar or other means, as well as local snow conditions?	17	9	65,4%
10	Does the site provide information on other sports that can be practiced in the area?	21	5	80,8%
11	Is there information on the artistic heritage of the region (for example, museums, churches, castles, etc.)?	25	1	96,2%
12	Is information given regarding the traditions and folklore of the region?	12	14	46,2%
13	Is specific information given on the handicraft trades and/or industries that are highly characteristic of the territory?	11	15	42,3%
14	Is there information on local events and activities (festivals, annual athletic competitions, performances, etc.)?	26	0	100,0%
15	Does the site contain pictures and/or descriptions of the regional landscape?	24	2	92,3%
16	Is there an atlas or map of the region?	21	5	80,8%
17	Is information provided on the local climate (for example, period and amount of rainfall, average seasonal temperatures, etc.)?	7	19	26,9%
18	Is there information regarding the natural assets of the region (for example, parks, reserves, biotopes, etc.)?	14	12	53,8%
19	Is there information regarding excursions or hiking opportunities in the mountains (trails, etc.)?	19	7	73,1%
20	Is there information about bike trails?	19	7	73,1%
21	Does the site provide directions on how to reach the region?	20	6	76,9%
22	Is there information regarding travel viability within the region?	15	11	57,7%
23	Is there information about public transport in the region?	12	14	46,2%
24	Is there information on public services and facilities (for example, hospitals, clinics, emergency and ambulance services, police, fire protection, etc.)?	14	12	53,8%
25	Does the site offer information on the possibility of organising conferences or meetings in the region?	13	13	50,0%
26	Is there a specific section of the site giving news from the press office of the RTB?	17	9	65,4%
27	Does the site indicate, at least in some cases, the source of the information provided?	20	6	76,9%

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

SERVICES				
QUESTION		YES	NO	% YES
1	Is it possible to request additional informative material on-line?	18	8	69,2%
2	Is it possible to download informative material on-line?	7	19	26,9%
3	Is the means available to print some areas of the site (for example, icons of a version available for printing, etc.)?	4	22	15,4%
4	Are changes and updates of the site adequately indicated to assist those who visit the site regularly?	19	7	73,1%
5	Is it possible to see a weather forecast at the site?	23	3	88,5%
6	Does the site provide a current traffic report?	5	21	19,2%
7	Is it possible to send electronic postcards through the site?	13	13	50,0%
8	Is there a Newsletter service?	11	15	42,3%
9	Can the tourist book accommodation the site completing the entire process directly on-line?	20	6	76,9%
10	Is it possible to purchase holiday packages through the site?	12	14	46,2%
11	Can the tourist purchase other elements of the vacation through the site (for example, tickets, transport, skipass, etc.)?	11	15	42,3%
12	Is the tourist guaranteed the privacy of any personal data submitted?	8	18	30,8%

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

IDENTITY				
QUESTION		YES	NO	% YES
1	Does a regional logo/trademark appear on the home page of the site (or on the first principal page if the home page is simple or dedicated to language selection)?	25	1	96,2%
2	Does the logo/trademark give any indication that it is the site of a tourist entity?	24	2	92,3%
3	Is the logo/trademark also visible on other pages of the site?	24	2	92,3%
4	On the whole, does the graphic design of the site conjure up the image of a RTB of an Alpine region?	18	8	69,2%
5	Is the graphic design (or style) homogeneous throughout the entire site?	26	0	100,0%
6	On the whole, is it evident that it is the official site of a RTB?	22	4	84,6%
7	Is there information or even specific sections/pages for different segments of the market (children, elderly, etc.)?	12	14	46,2%
8	Do the images serve to evoke thoughts of an Alpine vacation?	11	15	42,3%
9	Does the site contain links to lower level tourist entities (those under the Regional Tourist Board – RTB)?	24	2	92,3%
10	Are external links opened by means of an external window or from within an internal frame of the site being evaluated (check the home page or the first principal page if the home page is simple or for language selection)?	24	2	92,3%
11	Are external links encountered during the navigation coherent with the purpose of the RTB?	26	0	100,0%
12	Is there information differentiated by season (particularly for sports and events)?	20	6	76,9%
13	Does the tourist who visits the site gain an understanding of the type of vacation that is possible in the region (for example, sports, entertainment, relaxation, cultural attractions, etc.)?	21	5	80,8%
14	In regions that are not exclusively Alpine, is information specifically regarding the mountainous area easy to identify and obtain?	20	6	76,9%
15	Are banners and other advertising (pop-up, links, etc.) present on the site coherent with the purpose of the RTB?	23	3	88,5%

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

LOCATION				
QUESTION		YES	NO	% YES
1	Is the URL of the site intuitive, that is, is it related to the name of the region so that it can eventually be identified (normally with the name of the region and with the initials of the nation as a suffix, or with .com or .net as suffix, as in the example www.tirol.at) or by entering an intuitive site name will the user be directed to the official site?	10	16	38,5%
2	Is the URL of the site easy to remember (for example, www.hallo.com is not intuitive but it is easy to remember)?	21	5	80,8%
3	Is it possible to access the site of the RTB by means of a link available through the national tourist entity?	24	2	92,3%
4	Is the site among the first ten finds of a search output using search engines google or yahoo, having used the name of the region as the keyword (in the official language of the region of the RTB or in English if this is the more widespread version, with English set as the language for the search)?	24	2	92,3%
5	Does the site show the telephone number of the RTB?	22	4	84,6%
6	Does the site show the address of the RTB?	23	3	88,5%
7	Does the site indicate the operating hours of the RTB?	2	24	7,7%
8	Is it possible to interact via Web with the RTB (e-mail, online forms)?	25	1	96,2%
9	Does the site give the e-mail address of the Webmaster of the site?	17	9	65,4%
10	Is it possible to register with the site, for example to receive a newsletter or join a forum, etc.?	11	15	42,3%
11	Is it possible to exchange testimonies with other users regarding experiences in the region?	4	22	15,4%
12	Do the description and keywords for the home page (or principal page if the home page is simple or only for language selection) pass the Watson-search engine compatibility test (to help finding the Web Site with the search engine)?	7	19	26,9%

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

MAINTENANCE				
QUESTION		YES	NO	% YES
1	Is information updated for the different seasons (winter/summer) when the site is visited?	19	7	73,1%
2	Does the home page (or principal page if the home page is simple or only for language selection) contain a date of the last update that is less than two months prior to the evaluation?	5	21	19,2%
3	Is the entire home page visible (with no images and sections of the page that failed to appear in the designated space)?	26	0	100,0%
4	Did the server work correctly during the evaluation of the site?	18	8	69,2%
5	Do external links work correctly ?(with a rate of broken links inferior to 3%, check with XENU) (A)	24	2	92,3%
6	Are the external links correct? (with a rate of broken links inferior to 3%, check with XENU) (A)	18	8	69,2%
7	Can the images be downloaded correctly? (those unable to be downloaded inferior to 3%, check with XENU: "not found" in its output checking the extension as to why it gives problems (A)	26	0	100,0%
8	If the RTB can book or sell products or services, does the booking service work correctly (simulating a hotel booking for two people for the second week of February)?	20	6	76,9%

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

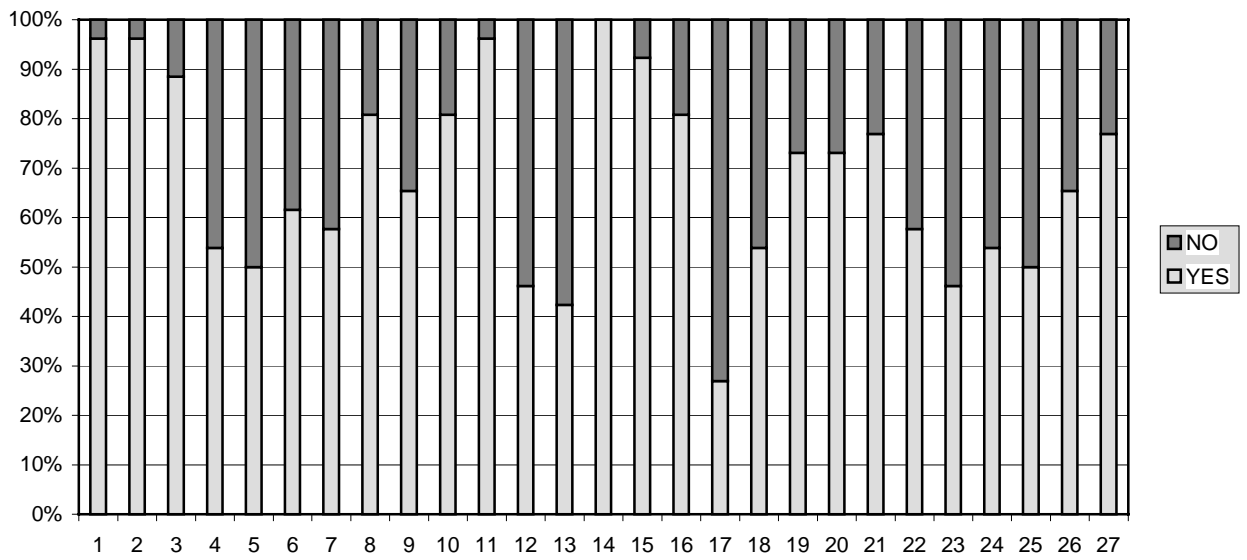
USABILITY				
QUESTION		YES	NO	% YES
1	Is there a map of the site?	12	14	46,2%
2	Is there on-line help?	1	25	3,8%
3	Is there an index of the site?	0	26	0,0%
4	Does the site offer a search service using one or more keywords within the site?	18	8	69,2%
5	Are different languages available at the site (at least two besides the language of the region of the RTB, including English, French, Spanish, German, and Italian)?	13	13	50,0%
6	Is there a link to the home page from other pages of the site or are there signposts that guide the user through the site (important for users who enter the site at locations other than the home page)?	21	5	80,8%
7	Is there a link making it possible to return to higher level pages of the site without going through the home page (orphan pages)?	25	1	96,2%
8	Does it take a reasonable amount of time to load the home page (less than 15 seconds – about 24% of users in the USA in 2001 connected via modem at 28.8-33-6Kbaud: Watson; empirical evaluation in presence of file flash; vd. Hallo.com)?	4	22	15,4%
9	Are there functions in place that allow some principal elements of the home page (text and search tools) to be visible before the entire page is loaded?	14	12	53,8%
10	Is the language employed easy for an average tourist to understand (common rather than specialised language)?	26	0	100,0%
11	Is there correct spelling of titles, link names, names of buttons and of course text (check the home page thoroughly and the first important page)?	22	4	84,6%
12	Is the syntax of sentences correct (verify the first ten sentences thoroughly, starting from the home page)?	26	0	100,0%
13	Is the site visible with the browser used for the evaluation (Explorer 5.0)?	26	0	100,0%
14	Is the site visible with other commonly used browsers (Netscape 4.0: verify on the home page)?	21	5	80,8%
15	Is the site visible in the video resolution set for the evaluation 800x600 (or check with Resize Browser)?	25	1	96,2%
16	Is the home page correctly displayed with 16 bit for the colours (high colour - 65000 colors)? (change of monitor settings)	26	0	100,0%
17	Is the site visible even without loading the images? (check by disabling the images with Explorer and verifying the presence of a description at least for those images that can be clicked)	9	17	34,6%
18	Can the home page, or important parts thereof, be loaded without having to install plug-in (XENU: script that checks the extensions of the files highlighted)?	24	2	92,3%

Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

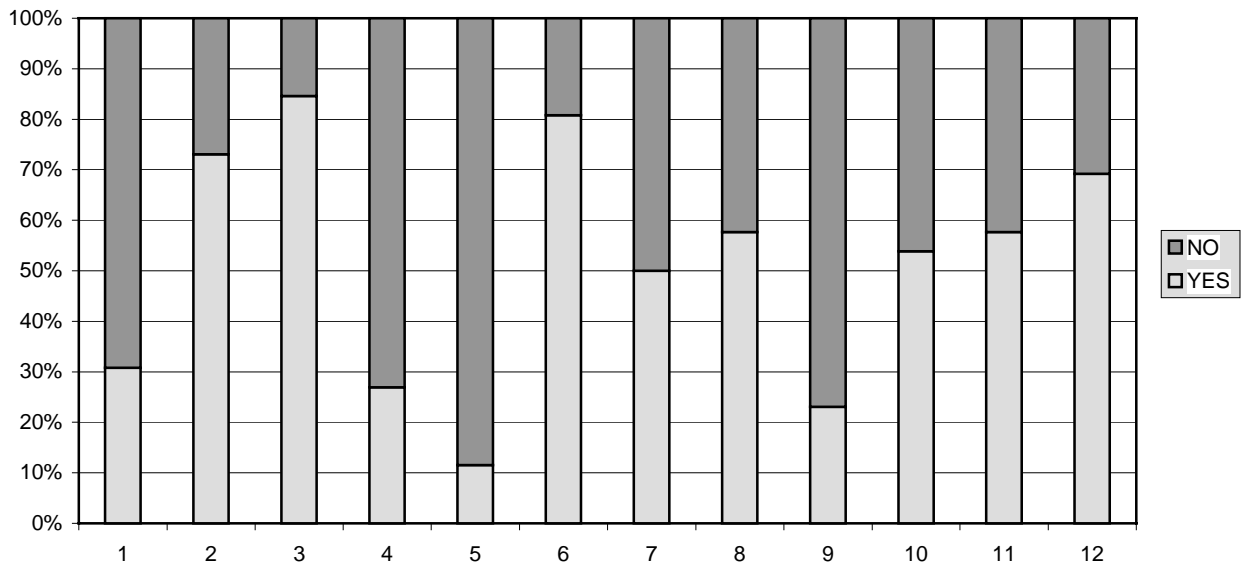
FEASIBILITY				
QUESTION		YES	NO	% YES
1	Does the site contain data on its use (for example, the number of hits since its creation, number of registered members, etc.) that could be useful in calculating the ROI?	1	25	3,8%
2	From an initial visit to the site is it possible to conclude that it has no amateur aspects?	24	2	92,3%
3	Is the site highly popular ?(check if Pagerank of Google greater than 5/10). (A)	16	10	61,5%

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Content

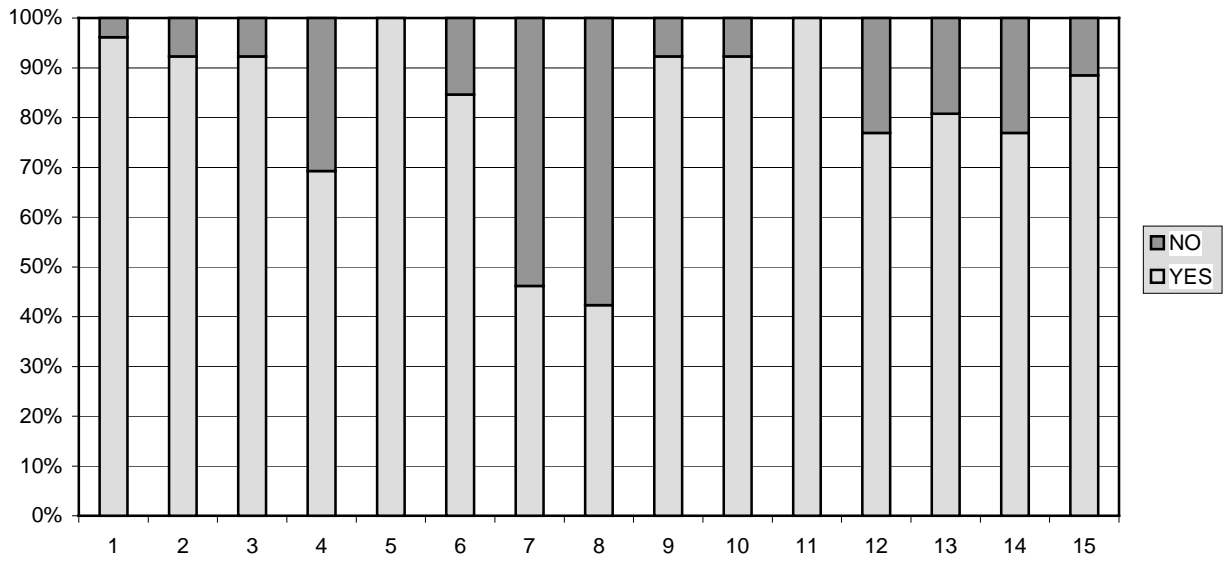


Services

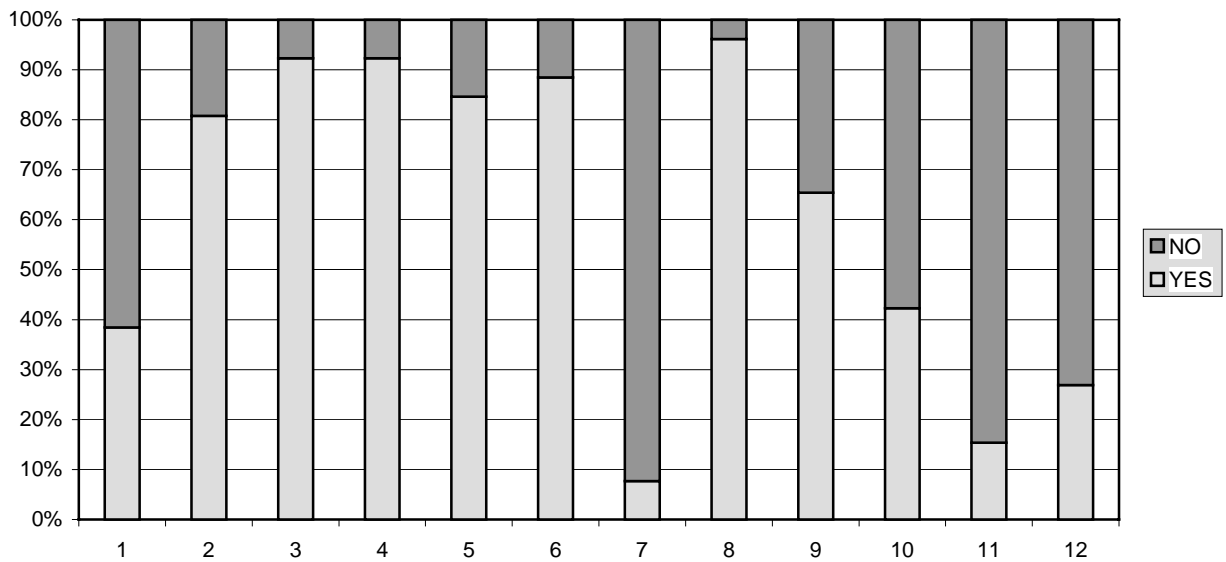


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Identity

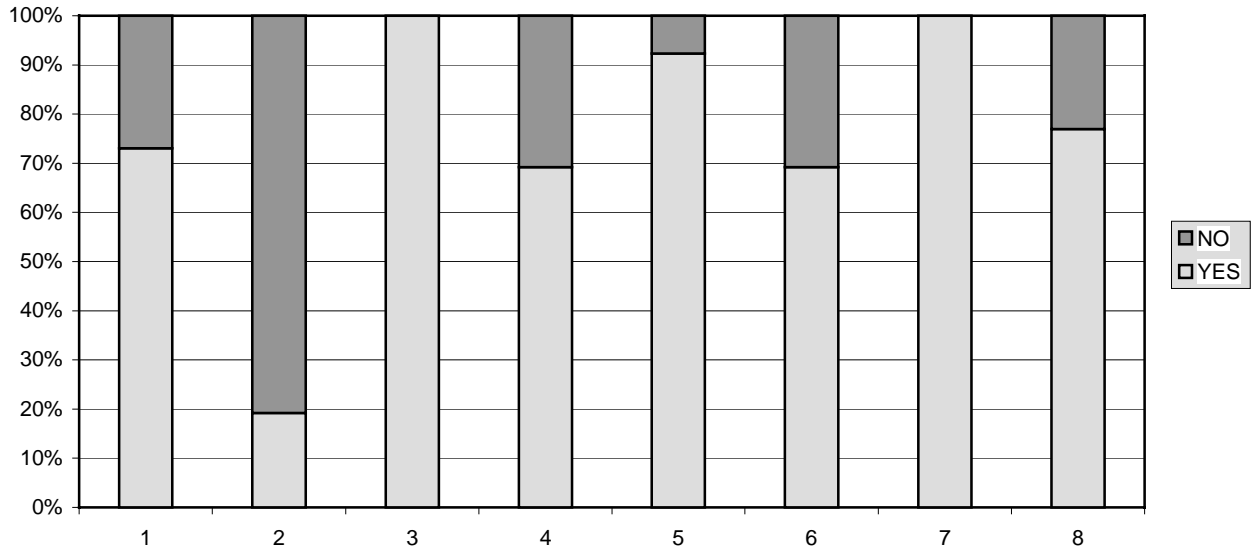


Location

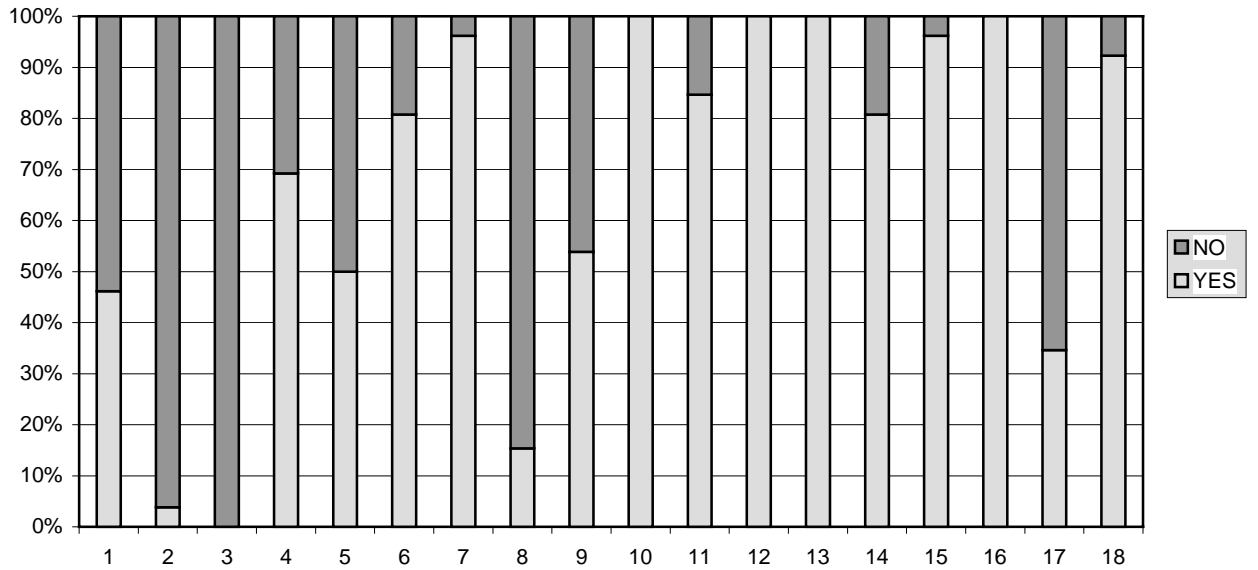


Research area 3). Supply Investigation - Evaluation of Web Sites of Public Tourist Boards in the Alps

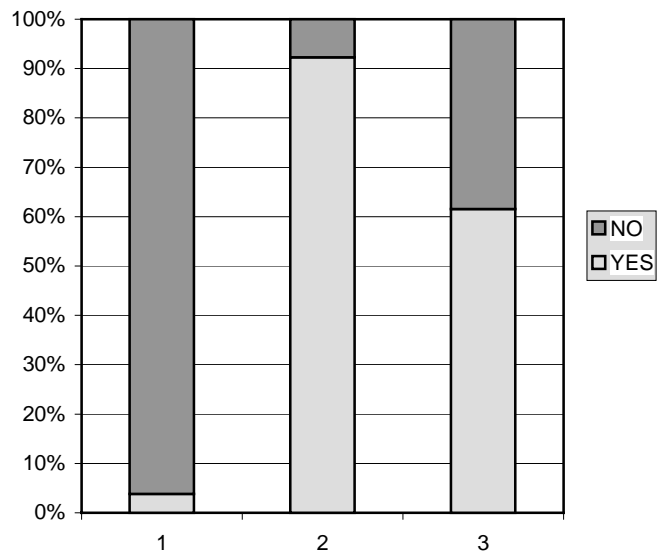
Maintenance



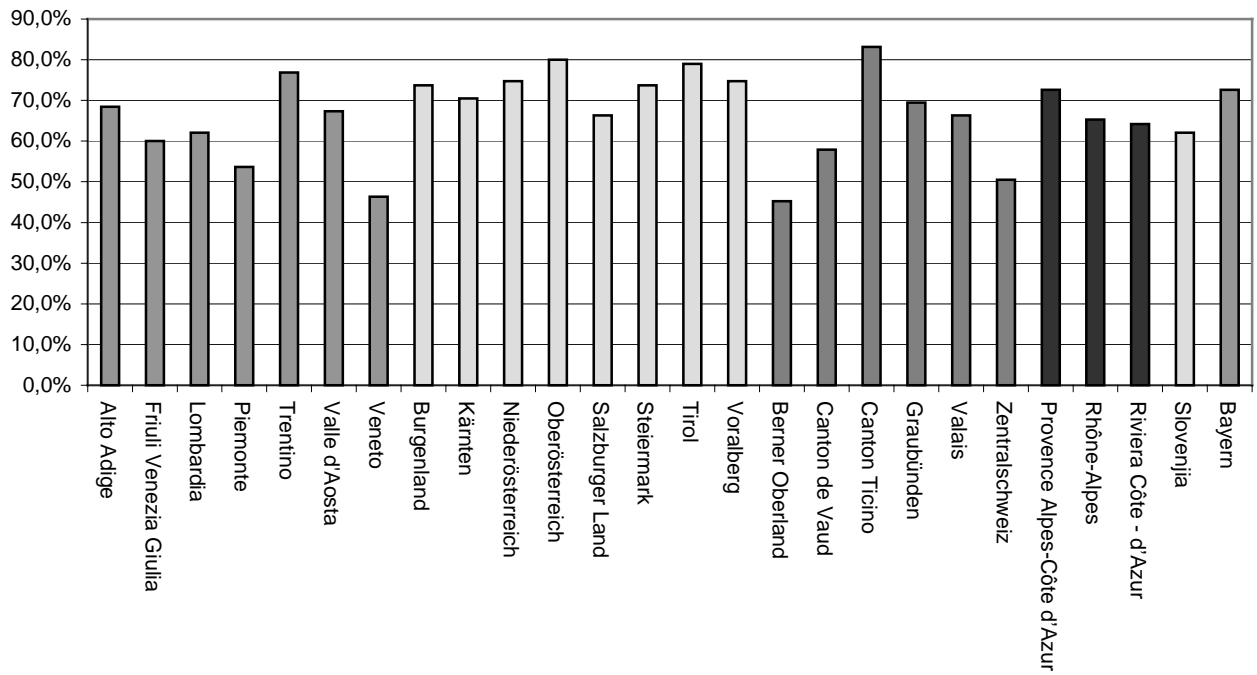
Usability



Feasibility



Positive answers : a cross-national comparison



ATTACHMENT C

The Web site Evaluation Tool – WET

The evaluation tool WET (Web site Evaluation Tool) was designed to support the evaluation of web site quality based on the 2QCV3Q meta-model.

The prototype was developed in MsAccess to allow for easier maintenance. The data scheme is presented in figure 1:

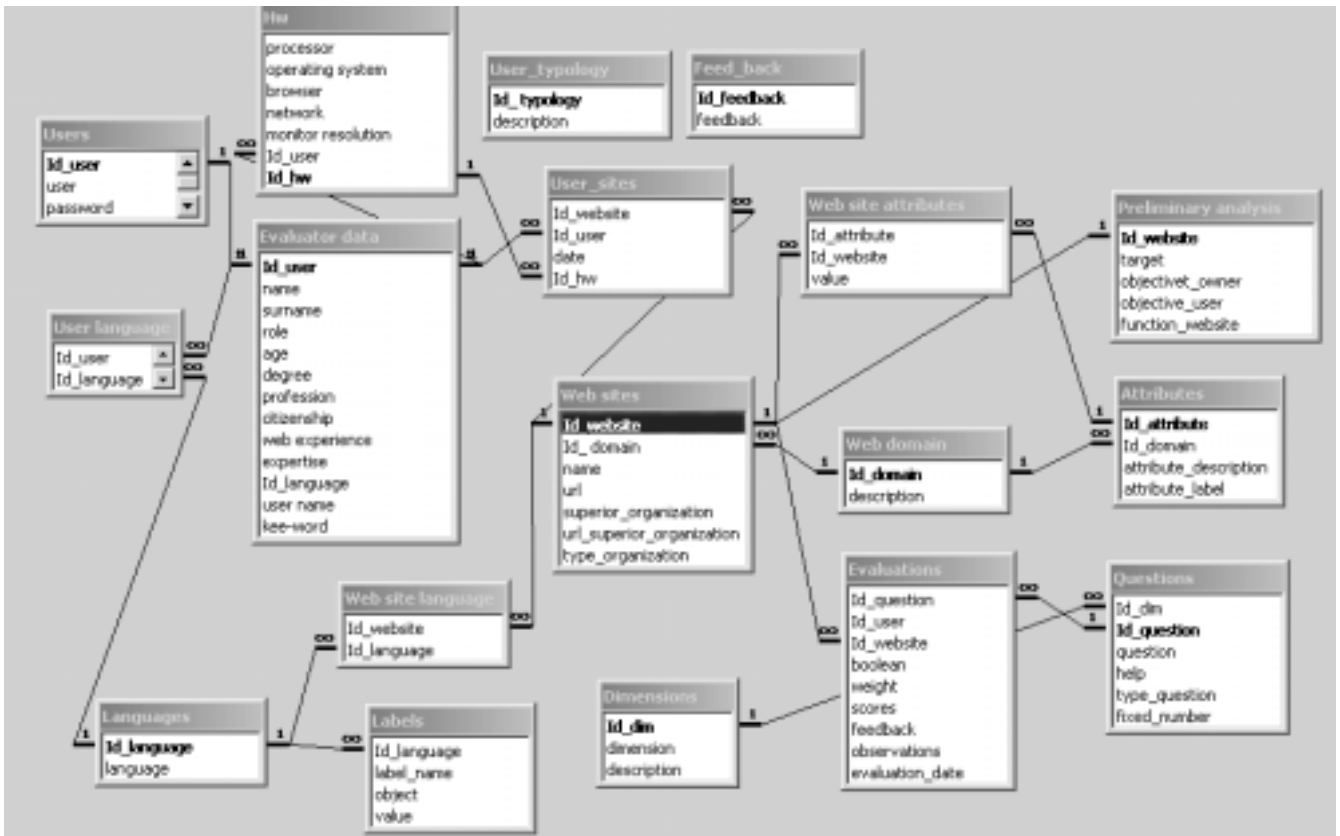


Figure 1. – Data Diagram

The principal interfaces of the tool are described below.

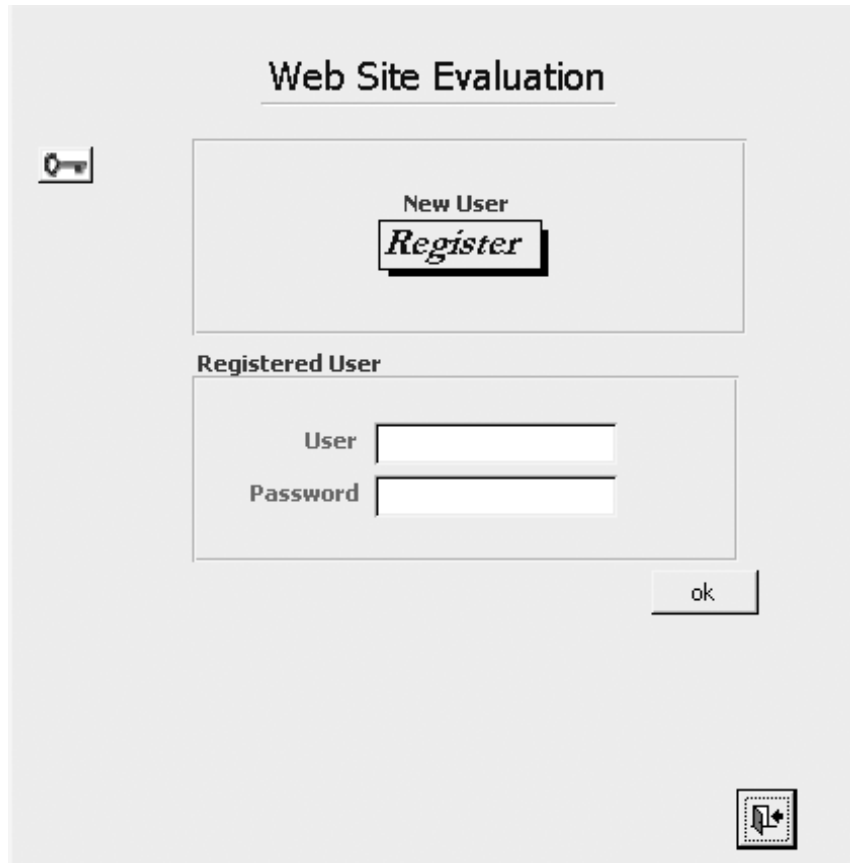
The first time the using the tool, the user is asked to register and on subsequent occasions to insert the login and password (figure 2). Later the evaluator must insert some data that can be useful in analysing the results (figure 3).

Figure 4 shows the data related to the hardware and software used by the evaluator. In this window the user can see his/her web site evaluations and start new ones (figure 4).

To set up the evaluation, the user has to enter some data about the web site (figure 5).

Then, for each dimension of the 2QCV3Q framework or meta-model, the user answers the questions defined in the RTB table (see Attachment A). Figure 6 shows the first questions for the dimension *Content*.

Finally, table 1 contains the complete data scheme (in Italian).



The image shows a web interface titled "Web Site Evaluation". On the left side, there is a small icon of a key. The main content area is divided into two sections. The top section is titled "New User" and contains a button labeled "Register" in a stylized, italicized font. The bottom section is titled "Registered User" and contains two input fields: "User" and "Password". Below these fields is an "ok" button. In the bottom right corner of the interface, there is a small icon of a square with a right-pointing arrow.

Figure 2. – Entry of the user in the system

Evaluatore Data

Name *

Surname * Age

User Name * Password * Confirm password *

Role Expertise

Degree

Profession

Citizenship

First language

Other Language

Language	Level of knowledge
<input type="text"/>	<input type="text"/>

Web Experience

poor

satisfactory

good

excellent

not specified

Hardware e software

Processor	Operating System	Browser	Network	Monitor Resolution
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

*Compulsory fields

Figure 3. - Evaluator data

Anagrafica Utenti _ □ ×

Evaluator Data

Name Gabriella
Surname Cilione
User Name **Password**
Confirm password

Hardware e software

Processore	Sistema Operativo	Browser	Rete	Risoluz. Monitor
Pentium III	Windows	IE	adsl	1024x768
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Evaluated Web Site

Dates of evaluation	Web Site Name	Url	
<input type="text" value="05/12/2002"/>	Ente turistico regionale - Assessc	http://www.regione.vda.it/	<input type="button" value="Modified"/>
<input type="text" value="05/12/2002"/>	Regional Tourist Entity - Burgenl.	http://www.burgenland-tou	<input type="button" value="Modified"/>
<input type="text" value="*"/>	<input type="text"/>	<input type="text"/>	<input type="button" value="Modified"/>

Figure 4. - Registered user

The screenshot shows a web application window titled "Siti_web" with a "Web Site Data" form. The form contains the following fields and values:

- Select Web Site:** Regional Tourist Entity - Burgenland Tourismus
- Type of organization:** public
- URL:** http://www.burgenland-tourismus.at
- Official Language of the site:** German
- Domain:** Tourism
- National Tourist Entity:** Österreich Werbung Wien
- URL National Tourist Entity:** http://www.austria-tourism.biz/

At the bottom, there is a table with the following data:

▶	Region	Burgenland - predominantly alpin region
*		

At the bottom right of the window, there is a "Go ahead" button.

Figure 5. - Web site data

Dimensioni : Maschera

Site Evaluation

Name Regional Tourist Entity - Burgenland Tourismus
URL <http://www.burgenland-tourismus.at>

Content (QVID) *	Description of Dimension	Yes	No	NA	Weight	Score	Other Observations
Does the site contain information on the lodging alternatives offered by the hotel sector (for example, by category or star, by type)?	<input type="checkbox"/> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	
Is this question clear?	<input type="text"/>						
Is information available regarding non-hotel lodging alternatives?	<input type="checkbox"/> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	
Is this question clear?	<input type="text"/>						
Is there a minimum of information on fitness and wellness centres (hotels, spas, thermal springs, etc.)?	<input type="checkbox"/> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	
Is this question clear?	<input type="text"/>						
Is there information on food and refreshment facilities?	<input type="checkbox"/> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0	0	
Is this question clear?	<input type="text"/>						

* The letter "Y" in Latin represents our "U"

Return to Previous

Figure 6. - Questions for the evaluation of an RTB web site

Table 1 – Entity attributes

schema		
tabella	campo	descrizione
Anagrafica_Utenti		Tabella relativa agli utenti che utilizzano il tool: contiene anagrafica e login + password
	Id_utente	identificativo dell'utente
	Nome	nome dell'utente
	Cognome	cognome dell'utente
	Tipologia	categoria di utente
	Eta	eta anagrafica
	TitoloStudio	livello d'istruzione
	Professione	professione
	Cittadinanza	cittadinanza
	www_usab	livello di skill sul utilizzo del web
	Competenze	competenze dell'utente
	Id_lingua	lingua madre dell'utente
	Nome_user	nome utilizzato per il logon
	Parola_k	parola chiave utilizzata per l'accesso
Analisi_preliminare		Tabella relativa a dati aggiuntivi del sito da valutare
	Id_sito	identificativo del sito
		tipologia degli utenti del sito
	Obj_owner	obiettivi e funzioni del sito
	Obj_user	obiettivi degli utenti
	Funz_sito	funzioni del sito
Attributi		Tabella relativa all'elenco di attributi aggiuntivi da visualizzare per ogni dominio (vengono elencati gli attributi aggiuntivi sul sito)
	Id_attributo	identificativo dell'attributo
	Id_dominio	dominio a cui si applica l'attributo
	Desc_attributo	descrizione dell'attributo
	Etich_attr	etichetta che verrà visualizzata per l'attributo
Attributi_siti		Tabella relativa agli attributi aggiuntivi per ogni sito (molti-molti)
	Id_attributo	identificativo dell'attributo
	Id_sito	identificativo del sito a cui fa riferimento l'attributo
	Valore	valore che assume
Dim_per_Sito		(non usata)
	Id_dim	identificativo della dimensione (tabella molti a molti)
	Id_sito	identificativo del sito
	Osservazioni	Vengono memorizzate le osservazioni che l'utente fa per quella dimensione e per quel sito
Dimensioni		Tabella relativa alle dimensioni di un sito web (7 dimensioni)
	Id_dim	identificativo della dimensione
	Dimensioni	tipo di dimensione
	Descrizione	descrizione della dimensione (testo fisso)
Dimensioni_EN		Tabella relativa alle dimensioni di un sito web (7 dimensioni) versione Inglese
	Id_dim	identificativo della dimensione
	Dimensioni	tipo di dimensione
	Descrizione	descrizione della dimensione (testo fisso)

schema		
tabella	campo	descrizione
Dominio_web		Tabella relativa all'elenco dei domini web (tabella accessoria)
	Id_dominio	chiave di tabella
	Descrizione	descrizione
Etichette		Tabella relativa all'elenco degli oggetti contenuti nel tool (non usata)
	Id_lingua	identificativo della lingua
	nome_etichetta	nome dell'etichetta
	Oggetto	oggetto a cui applicare la descrizione
	Valore	valore della descrizione
Feed_back		Tabella relativa al tipo di feedback sulla singola domanda (tabella accessoria)
	Id_feedbk	identificativo del feed_back
	Feedback	descrizione
Hw		Tabella relativa al tipo di hardware posseduto dall'utente
	Processore	tipo di processore
	Sistema_operativo	Sistema operativo utilizzato dall'utente
	Browser	Browser utilizzato per navigare
	Tipo_connesione	Tipo di connessione ad Internet (modem,ADSL,altro)
	Risoluzione_mon	Risoluzione monitor
	Id_utente	identificativo dell'utente
	Id_hw	identificativo dell'hardware
Lingue		Tabella relativa all'elenco delle lingue (tabella accessoria) utilizzata per le lingue di un sito e per le lingue conosciute dall'utente
	Id_lingua	Identificativo della lingua
	Lingua	descrizione della lingua
Lingue_siti		Tabella relativa all'elenco lingue supportate da un sito (multi-molti)
	Id_sito	Identificativo del sito
	Id_lingua	Identificativo della lingua
Lingue_utenti		Tabella relativa alle lingue conosciute da un utente (multi-molti)
	Id_utente	identificativo dell'utente
	Id_lingua	identificativo della lingua
	Livello	livello di apprendimento
Ordine_Valutazione		Tabella relativa all'ordine di valutazione delle dimensioni applicate relativamente al dominio scelto
	Id_dim	numero d'ordine delle dimensioni
	Id_dominio	dominio a cui fa riferimento l'ordine
Question		Tabella relativa all'elenco delle domande formulate nella valutazione di un sito (ordinate per dimensione)
	Id_dim	identificativo delle domande per dimensione
	Id_domanda	identificativo della domanda
	Question	testo della domanda
	Aiuto	help sulla domanda per l'utente finale
	Tipo_question	Se falso domanda di qualita' se vero domanda di eccellenza
	NumeroFisso	numero della domanda
schema		Tabella che contiene la self-reference degli oggetti del database
	Tabella	nome della tabella

schema		
tabella	campo	descrizione
	Campo	nome del campo
	Descrizione	descrizione contenuta
Siti_utente		Tabella relativa all'elenco siti valutati da un utente (multi-molti)
	Id_sito	identificativo del sito
	Id_utente	identificativo dell'utente
	Data_val	data a cui viene fatta la valutazione
	Id_hw	identificativo dell'hardware
Siti_web		Tabella relativa all'elenco dei siti oggetto di valutazione
	Id_sito	identificativo del sito
	Id_dominio	tipo di dominio
	Nome	Ente o organizzazione che possiede il sito
	Url	link del sito
	Organiz_sup	nome dell'ente o organizzazione gerarchicamente superiore
	Url_org_sup	link del sito organizzazione gerarchicamente superiore
	Tipo_organizzazione	se privata, pubblica, mista
Tipologie_utenti		Tabella relativa alle categorie di utenti (tabella accessoria)
	Id_tipologia	identificativo della tipologia
	Descrizione	tipologia di utenti
Utenti		Tabella relativa agli utenti del database (analista e admin)
	Id_utente	identificativo dell'utente
	Utente	nominativo di login
	Password	parola chiave usata
	SwitchUtente	switch di amministrazione
Valutazioni		Tabella relativa alle valutazioni effettuate dagli utenti (contiene id_utente, id_domanda, punteggi...)
	Id_domanda	identificativo della domanda
	Id_Utente	identificativo dell'utente
	Id_sito	riferimento al sito valutato
	Booleana	se l'analista decide che la domanda e' di tipo vero/falso, il risultato viene memorizzato in qs. campo
	Pesi	se l'analista decide che la domanda e' di tipo peso, il risultato viene memorizzato in qs. campo
	Punteggi	se l'analista decide che la domanda e' di tipo punteggio, il risultato viene memorizzato in qs. campo
	Feedback	identificativo del tipo di feedback
	Osservazioni	campo note in cui vengono riportate le eventuali osservazioni che un utente fa per ogni domanda
	Data_val	data alla quale è stata fatta la valutazione

ATTACHMENT D

Publications and activities related to research area N.°3 – Year 2002

Papers

- Cilione C., Franch M., Mich L., “Designing a Site as a Management Tool”, in *Proc. 7th World Cong. Total Quality Management*, Verona, I, 25-27 June 2002, vol.1: 641-649.
- Cilione C., Mich L., Franch M., “The 2QCV3Q Model to Analyse Requirements of a Web Site: The Case of the Association 'No Pain for Children'”, Deshpande Y., Olsina L.A., Murugesan S. (eds.) *Proc. 3rd Workshop on Web Engineering, ICSE2002*, Orlando, F, May 21 2002, pp.1-10.
- Franch M., Martini U., Mich L., “The quality of promotional strategies on the Web: the case of Alpine Regional Destination”, in *Proc. 7th World Cong. Total Quality Management*, Verona, I, 25-27 June 2002, vol. 2: 643-652.
- Franch M., Martini U., Mich L. and the eTourism Research Group, “eTourism Project: Research areas and first-year results”, *Vol. 64, DISA*, University of Trento, January 2002
- Froner B., Mich L., Garigliano R., “WebTool: a System to Guarantee the Quality of Services within a Web Community”, L. Olsina, Pastor O. (eds.) *Proc. ICWE2002, Ibero-American Conference on Web Engineering*, September 10-12, 2002, Santa Fe, Argentina, pp. 123-134.
- Mich L., Franch M., “Requirements for a Tool to Support Evaluation of Web Site Quality based on the “QCV3Q Model”, P. Isaias (ed.) *Proc. IADIS WWW/Internet 2002*, Lisboa, November 13-15, 2002, pp.541-544.
- Mich L., Franch M., Cilione G., “A *lightweight* approach to web sites quality: a survey on the public tourist board in the Alps”, in *Proc. AICA2002 – XV Annual Conf., ICT Globalizzazione e localismi*, September 25-27, 2002, Conversano (BA), pp. 361-369 (in Italian)
- Mich L., Franch M., Cilione C., Marzani P., “Tourist Destinations and the Quality of Web Sites: a Study of Regional Tourist Boards in the Alps, to be published in *Proc. ENTER 2003*, January 29-31, 2003, Helsinki, Finland.
- Mich L., Franch M., Gaio L., “Evaluating and Designing the Quality of Web Sites”, *Vol.70, DISA*, University of Trento, 2002
- Mich L., Franch M., Gaio L., “Evaluating and Designing the Quality of Web Sites”, accepted for publication in *IEEE Multimedia*, 2003

Related works

- Cilione G., “The 2QCV3Q Model to the Design of a Web Site: The Case of the Association 'No Pain for Children'”, *Degree Thesis* (in Italian), University of Trento, 2001.
- Cilione G., “Evaluation of the prototype of a system for *Intelligent Travel Recommendation*” *Technical Report eTourism*, University of Trento, n.3 July 2002 (in Italian)
- Froner B., “Web Community for tourism and mobile technologies”, *Technical Report eTourism*, University of Trento, n.1 June/July 2002 Web Community, University of Trento (in Italian)

Froner B., "Re-design and development of a system to manage users and messages within a virtual community, *Degree Thesis* (in Italian), University of Trento, 2001

Mich L., Cilione G., Marzani P., "Definition of a framework for quality evaluation of the web sites of the regional tourist Boards in the Alps, *Technical Report eTourism*, University of Trento, n.5 November 2002 (in Italian)

Mich L., Marzani P., Cilione G., Quality evaluation of the web sites of the regional tourist Boards in the Alps, *Technical Report eTourism*, University of Trento, n.6 November 2002 (in Italian)

Mich L., Zeni N., Cilione G., WET - Web Evaluation Tool, *Technical Report eTourism*, University of Trento, n.7 November 2002 (in Italian)

Mich L., Mylopoulos J., Zeni N., "Improving the Quality of Conceptual Models with NLP Tools: An Experiment", *Technical Report, DIT-02-0047*, Informatica e Telecomunicazioni, Università degli Studi di Trento

Trentini A., "Marketing and business systems in Internet: the potentialities of the virtual communities and the Girland case", *Degree Thesis* (in Italian), University of Trento, 2002

Trentini A., "Analysis of the proposals for teenagers on Internet", *Technical Report eTourism*, University of Trento, n.2 Luglio 2002 (in Italian)

Applications of the model and demonstrations of interest expressed by other research groups

L. Olsina, University of La Pampa, Argentina

E. Anello, Degree Thesis, University of Turin, I (in Italian), November 2002

M. Ronchetti, Evaluation of the Web Site of the University of Trento

X. Debanne, Pontificia Università Gregoriana di Roma

M. A. Fuertes, European Project e-MINDER

Seminars, workshops, tutorials Cilione G., Designing the quality of web sites: The Case of the Association "No Pain for Children", Talk, May 21 2002, University of Trento

Mich L., Evaluating Web site Quality: the 2QCV3Q framework, *e-CTRL-eTourism joint seminars*, DISA, Trento, April 23 2002

Mich L., The web site of the public tourist board of the Dolomites and of the Alps, *Workshop "Destination Alps"*, University of Trento, July 5, 2002

Mich L., Evaluating and Designing the Quality of Web Sites: the 2QCV3Q Model, *Tutorial JAIFI (Jornadas de Actualizacion en Informatica de la Facultad de Ingenieria)*, Universidad Nacional de La Pampa, General Pico, Argentina, September 16-18, 2002

Presentations at conferences and workshops

WE-ICSE 2002, Orlando, Florida - L. Mich, The 2QCV3Q Model to Analyse Requirements of a Web Site: The Case of the Association "No Pain for Children"

TQM2002, Verona, Italy - G. Cilione Designing a Site as a Management Tool

ICWE 2002, St. Fè, Argentina - B. Froner, WebTool: a system to guarantee the quality of services within the Web community GirLand

AICA 2002, Conversano, Bari, Italy - G. Cilione - A *lightweight* approach to web sites quality: a survey on the public tourist board in the Alps

IADIS 2002, Lisboa, Portugal - L. Mich - Requirements for a tool to support evaluation of web site quality based on the 2QCV3Q model

Web sites

Etourism:

<http://www.cs.unitn.it/etourism/>

Evaluating and Designing the Quality of Web Sites:

<http://rock.cs.unitn.it/WebSiteQuality/index.html>

Demand Research Investigation: Consumers of Tourist services

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The aim of the research project “Decision-making models and behavioural profiles of tourists in the Dolomites” is to identify some models belonging to the “do-it-yourself” tourist segment that can provide support for actors of Dolomite tourist destinations in organisation and realisation of marketing activities in the area studied. The Dolomite destinations directly involved in administering the on-line questionnaires were Madonna di Campiglio, San Martino di Castrozza and Moena in Trentino, Alta Badia (Corvara and La Villa), Val Gardena (Ortisei), Alta Pusteria (Sesto Pusteria and San Candido) in Alto Adige, Cortina and Alleghe in Veneto.

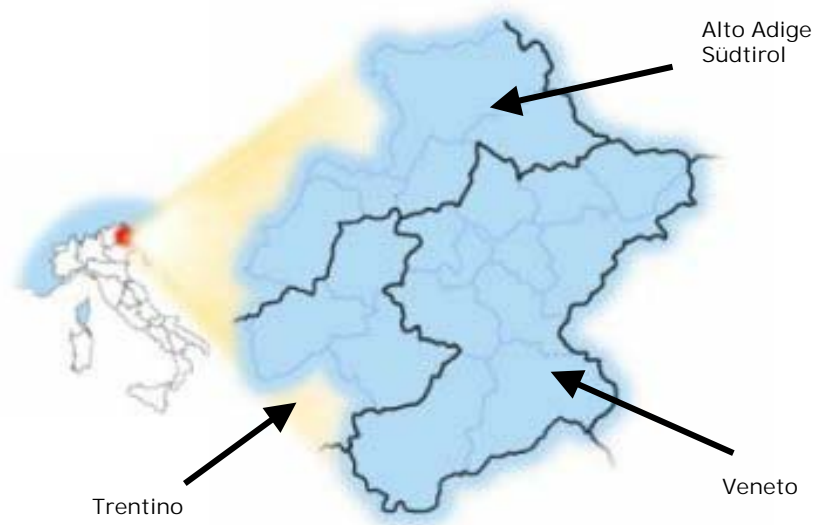


Figure 1: The Dolomites Area

Administering the questionnaires through the PTOs made it possible to reach a larger and more diversified tourist segment than would have been possible if the study had been conducted exclusively in the hotel or extra-hotel sector. Moreover, the presence and willingness of the front-line personnel to participate fully allowed us to be vigilant

over each step of the administration process and thus to ensure honesty and accuracy as data were gathered.

The questionnaires were administered according to a stratified and systematic sampling scheme, structured as described below:

- 1) a total of 5,000 questionnaires were administered, the high number guaranteeing greater stability of the estimators used (relative frequencies), which was then translated into greater reliability of the estimates obtained;
- 2) we identified the rate of incidence for the summer period (47%) and for the winter period (53%), based on their percentage of total presences (reference: calendar year 2000). Multiplying these numbers by the total number of questionnaires administered in the study, we arrived at the number of questionnaires to administer during the two periods;
- 3) the number of questionnaires to administer in the different areas of the Dolomites was obtained by establishing the composition ratios of presences in the different areas for the period of reference (summer or winter); for example, if N_E is the total summer presences and N_{Ei} is the summer presences in the i -ma area of the Dolomites, the composition ratio for this area will be shown as

$$\frac{N_{Ei}}{N_E}, \quad i = 1, 2, \dots, k.$$

The result of these ratios for the number of questionnaires to administer in each period is the quantity shown in table 1;

- 4) in each zone and for each period considered, the questionnaires were administered within the individual PTO by means of a sequential (proportional) sampling, exclusively to tourists who were not merely excursionists;
- 5) direct on-line administration of the questionnaires, along with the impossibility to return the questionnaire with items left unanswered ensured more complete results.

Administration of the 5000 questionnaires took place during the summer season 2001 (09/07/01 – 09/09/01) and the winter season 2002 (07/01/02 – 24/03/02), and resulted in 2,308 questionnaires returned for the summer period and 2,602 returned for the winter season, as shown in the following table. Also highlighted is the incidence rate for the two seasons and the number of questionnaires to be administered and in practice administered, along with the redemption rate which for the entire period in question was 98.2% (97.7% for the summer season and 98.7% for the winter season).

<i>SEASON</i>	<i>PRESENCE</i>	<i>WEIGHT</i>	<i>QUESTIONNAIRES</i>	
			<i>GIVEN</i>	<i>RETURNED</i>
<i>SUMMER</i>	<i>3.873.473</i>	<i>0,47</i>	<i>2.363</i>	<i>2.308</i>
<i>WINTER</i>	<i>4.324.124</i>	<i>0,53</i>	<i>2.637</i>	<i>2.602</i>
TOTAL	8.197.597	1,00	5.000	4.910

Table 1: Questionnaires administered in summer 2001 and winter 2002

The following table provides further detail regarding the subdivision of the number of questionnaires in the ten zones covered, according to the stratification based on number of presences for the two seasons.

Summer 2000		<i>Presences</i>	<i>Weight %</i>	<i>Quest.</i>
PTB Trentino				
Madonna di Campiglio		700937	0.18	428
Moena		341559	0.09	208
San Martino di Castrozza		254523	0.07	155
PTB Alto Adige				
Val Gardena		796170	0.21	486
Val Badia		592425	0.15	361
	<i>La Villa, Pedraces, San Cassiano</i>	<i>314358</i>		
	<i>Corvara, Colfosco</i>	<i>278067</i>		
Sesto Pusteria		293531	0.08	179
San Candido		165092	0.04	101
PTB Veneto				
Cortina		647366	0.17	395
Alleghe		81870	0.02	50
		3873473	1.00	2363

Table 2: Subdivision of the number of questionnaires in the ten zones for the summer season

Winter 2000		<i>Presences</i>	<i>Weight %</i>	<i>Quest.</i>
PTB Trentino				
Madonna di Campiglio		881822	0.20	538
Moena		292321	0.07	178
San Martino di Castrozza		248966	0.06	152
PTB Alto Adige				
Val Gardena		1042177	0.24	636
Val Badia		892648	0.21	544
	<i>La Villa, Pedraces, San Cassiano</i>	<i>466188</i>		
	<i>Corvara, Colfosco</i>	<i>426460</i>		
Sesto Pusteria		203445	0.05	124
San Candido		144705	0.03	88
PTB Veneto				
Cortina		527348	0.12	322
Alleghe		90692	0.02	55
		4324124	1.00	2637

Table 3: Subdivision of the number of questionnaires in the ten zones for the winter season

The data gathered were processed following two lines of analysis. The data contained in the database were first reorganised into frequency distributions, and the information they contained was synthesised and depicted by means of graphic representations and descriptive measurements. Subsequently we undertook to explore the information contained in the data using a multivariate analysis technique such as Correspondence Analysis (CA). This technique is used to study the relationships between modalities (or categories) of two or more discrete variables (usually qualitative). The principal aim of CA is to bring to light the structure of the associations present among the characters whose modalities and frequencies are reorganised into contingency tables that often have a complex structure and tend to distort—if not hide—essential relationships. In Correspondence Analysis the contingency tables are substituted with structures of simpler dimensions, all the while attempting to minimise the loss of information inherent in a process such as this that aims to remove redundant information (noise) so that the essential associations among characters are highlighted more effectively and clearly. Furthermore, with Correspondence Analysis it is possible to visualise the result of this “clarification” of the relationships in terms of points in a space that is smaller than the original area, thus greatly facilitating their interpretation. Modalities with strong associations are represented as points that are close to each other in the subspace produced by the Correspondence Analysis while loosely associated or unassociated modalities have points that are further apart.

The “do-it-yourself” tourist: a profile

Tourists who choose the Dolomite area as a holiday destination are male and female in roughly equal numbers, and are between 30 and 45 years of age. Different age groups are generally represented in equal measure both in summer and in winter, the exception being the oldest age group, which has a decidedly higher representation during the summer season (11.8% in summer compared with 5.9% in winter).

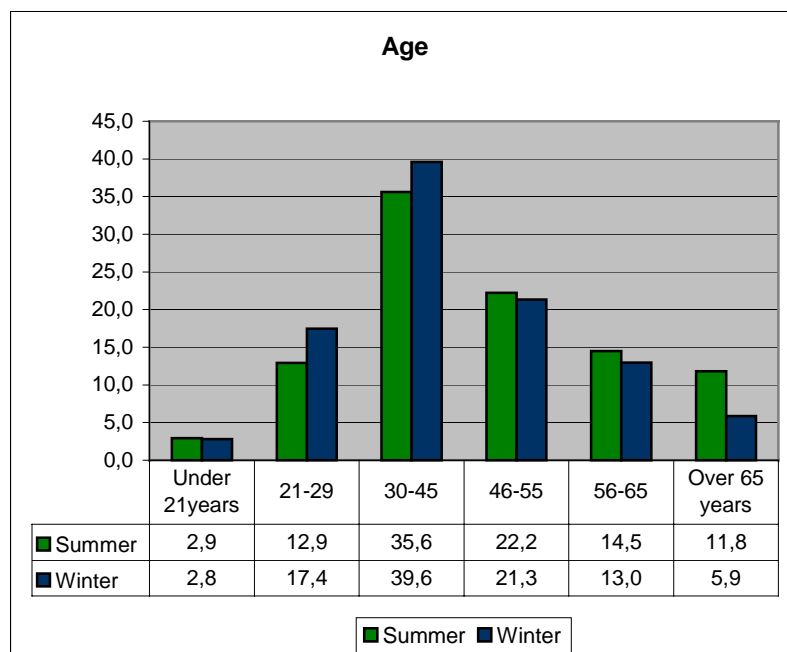


Figure 2: Age

Even if their distributions differ, tourists in both seasons are predominantly employees, free-lance professionals and business owners. The latter register a higher presence in summer (26.8%) than in winter (17.5%). The summer season also brings higher numbers of pensioners (14.5%), as reflected in the high numbers in the over-65 age group. The winter season sees higher flows of students, corresponding to higher levels of the under-29 age group (Figure 2).

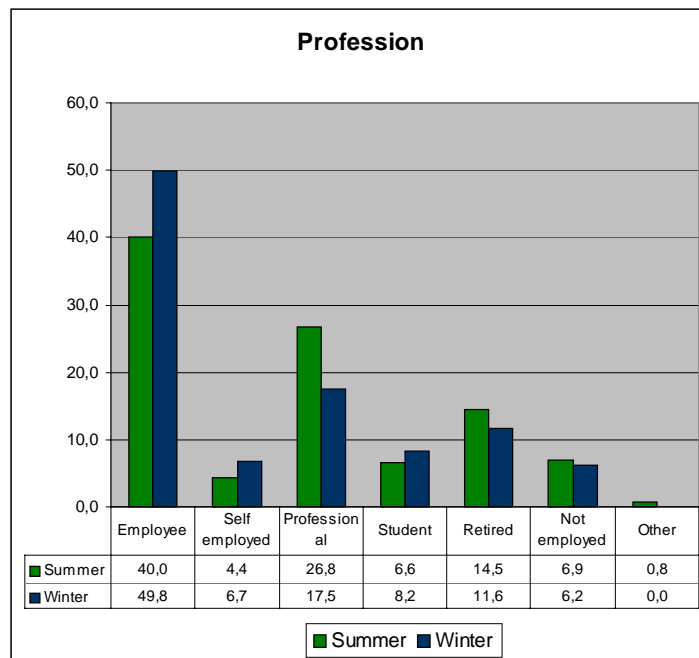


Figure 3: Profession

The education level of the tourists is medium-high. Nearly half of the guests indicated having a high school diploma, while a significant number also have a university degree (over 37% of visitors in each season).

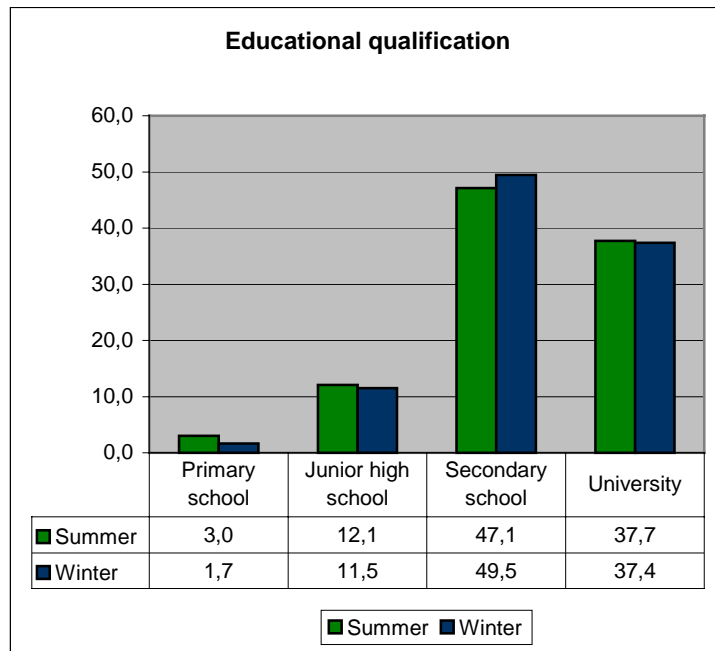


Figure 4: Educational qualification

The tourists who visit the Dolomites are predominantly Italian, coming in large part from Lombardy, Veneto, Lazio, Emilia Romagna and Tuscany. Among tourists coming to the Dolomite area from abroad, Germans represent the largest group in both seasons. Dutch tourists register higher numbers in winter than in summer (approximately 5.1% more). Non-Europeans represent a mere 2% of tourists in each season, Americans being the most numerous.

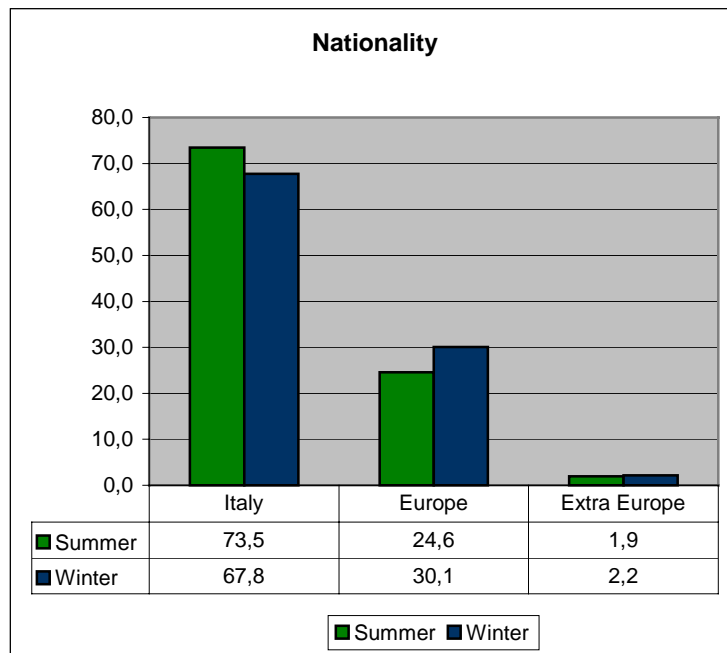


Figure 5: Country of origin

The majority of tourists in the Dolomites spend the vacation with family, however a notable difference exists between the summer and winter tourist groups. In summer, to be precise, over 70% of tourists are with family and a much smaller 18.2% travel with friends only. The situation differs greatly in the winter season, however. While the greater numbers overall are attributed to family groups (59.4%), the percentage of this category is decisively inferior to that found in the summer season; at the same time the numbers of tourists travelling with groups of friends is noteworthy (30.2%). The number of organised groups doubles in the winter season, yet remains small relative to the other alternatives (4.3%). This confirms that high numbers of tourists belong to the “do-it-yourself” category (not deferring to an intermediary); as this is precisely the group targeted by the survey, these numbers also support the choice to administer the surveys through the PTOs.

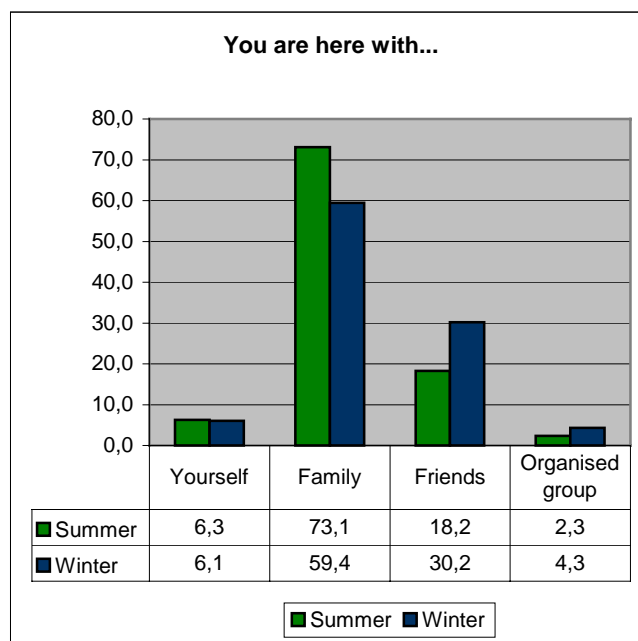


Figure 6: Unit

Most tourists who vacation in the Dolomites plan to spend up to 1,500 Euro per person. The percentage for this category increases by about 9% for the winter season.

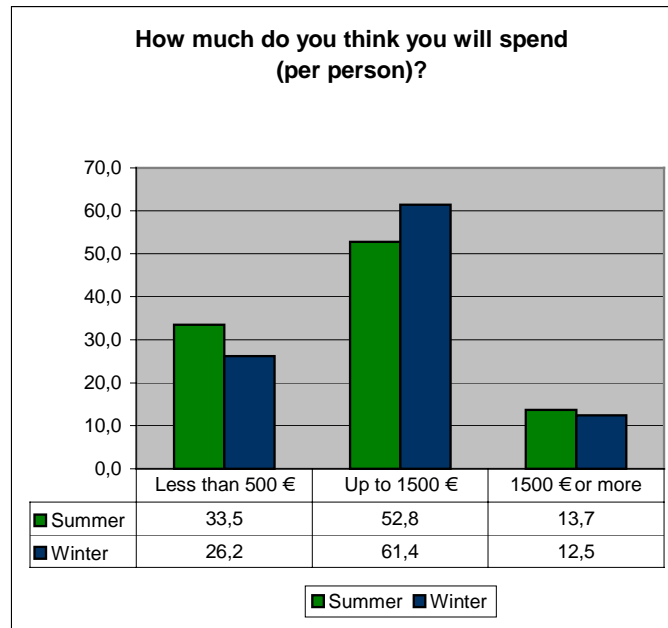


Figure 7: How much do you think you will spend per person?

A summer holiday in the Dolomites is typically one or two weeks in length, and the percentage of difference between the two lengths is minimal. Stays of over fifteen days are taken by only 17.1% of tourists, while a much smaller percentage of tourists stay for over one month. Short stays, on the other hand, are the choice of over 7% of tourists. Winter holidays reveal very different characteristics; foremost among these is that the stay is significantly shorter. Seventy-six percent of tourists stay for at most one week while just over 20% spend holidays of 8-14 days in length.

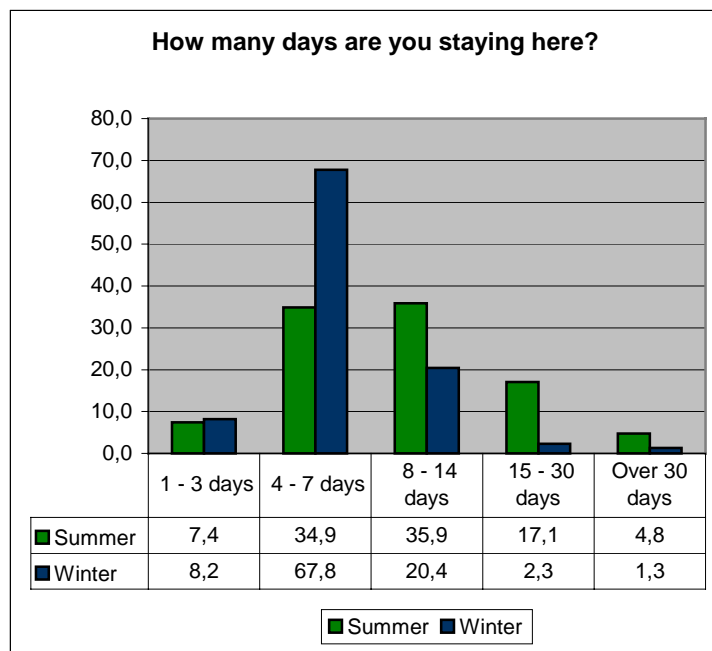


Figure 8: How many days are you staying here?

Tourists in the Dolomites prefer accommodation in hotel or apartment. Hotel stays increase by nearly 5% during the winter season and in similar proportion the percentage of stays in camping facilities and agritours decreases.

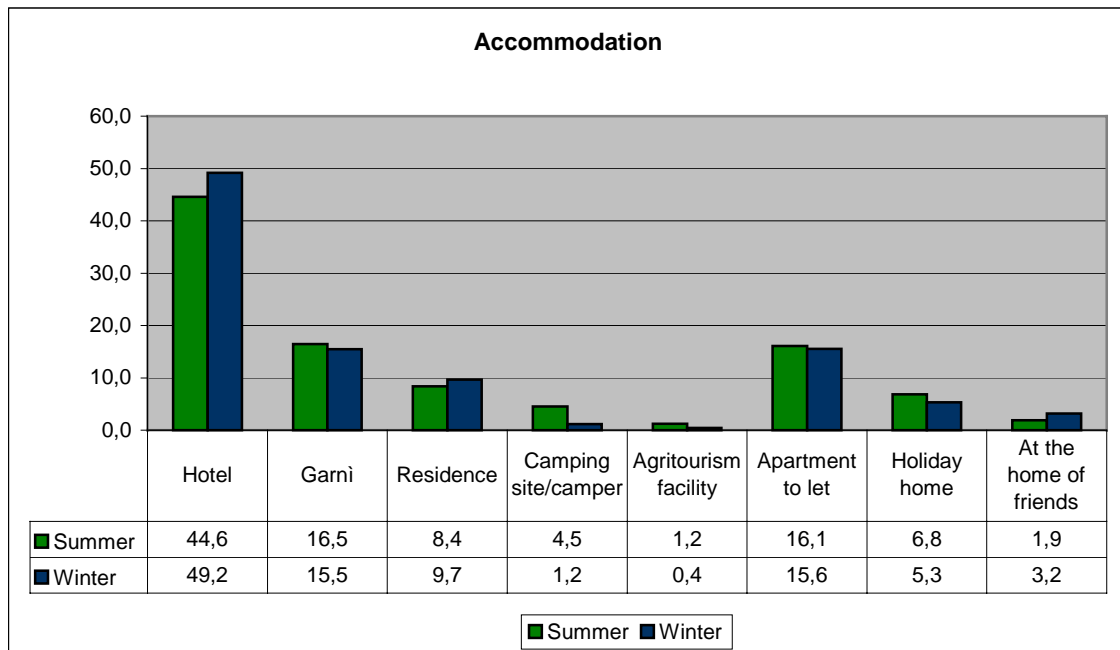


Figure 9: Where are you staying?

The following Correspondence Analysis graph shows (at least) two distinct aggregations of points. The first one, on the right hand side, is related to the points corresponding to categories as family, mature age (46-65 years), high level education and work position. The individuals in this group have matured the idea of the current vacation directly from experience, coherently with the fact that they know the places (they have been there more than one time or for many years) and they are essentially Italian. The second tourist profile is related to people that use Internet for collecting ideas about the potential tourist destination or they have had the idea through advertising and/or word of mouth. These individuals are mostly coming from European (mostly from Germany) and non European countries, are younger than the individuals of the first group, visit the Dolomites for the first time and stay principally with friends or in group.

Organising the vacation

In most cases the idea to vacation in the Dolomites stemmed from previous experiences or positive testimonies of others. The role of Internet in this phase is limited as yet, although it is used more often by winter vacationers (7.1%) than by summer visitors (5.5%).

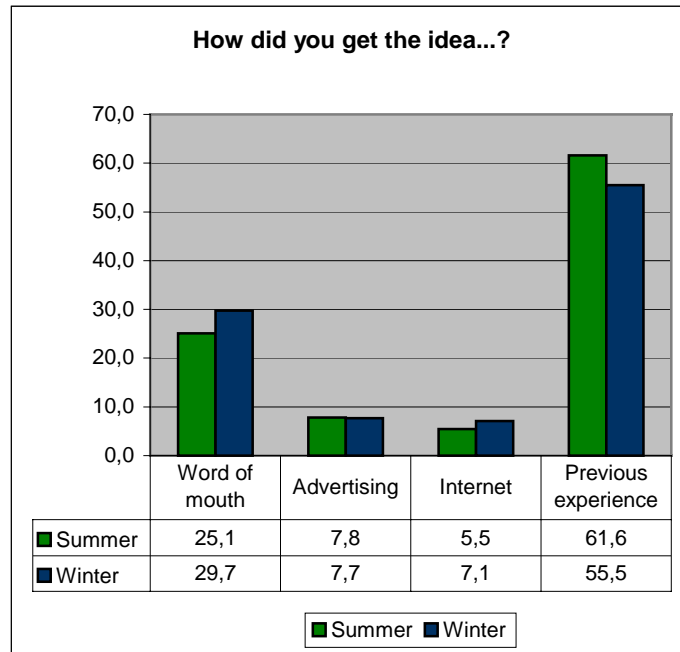


Figure 11: How did you get the idea to spend a holiday in the Dolomites?

Even the choice of a particular destination is closely linked to previous experiences or word of mouth testimonies. The latter means tends to have a stronger role among winter vacationers while previous personal experiences play a larger role for summer travellers in the Dolomites. In this case, Internet's importance grows, approaching 7 % in summer and 8.6% in winter, thereby becoming the third most important channel of information for the tourist. Travel agencies do not play a determining role in tourism in the Dolomites, even if contacts do increase during the winter season.

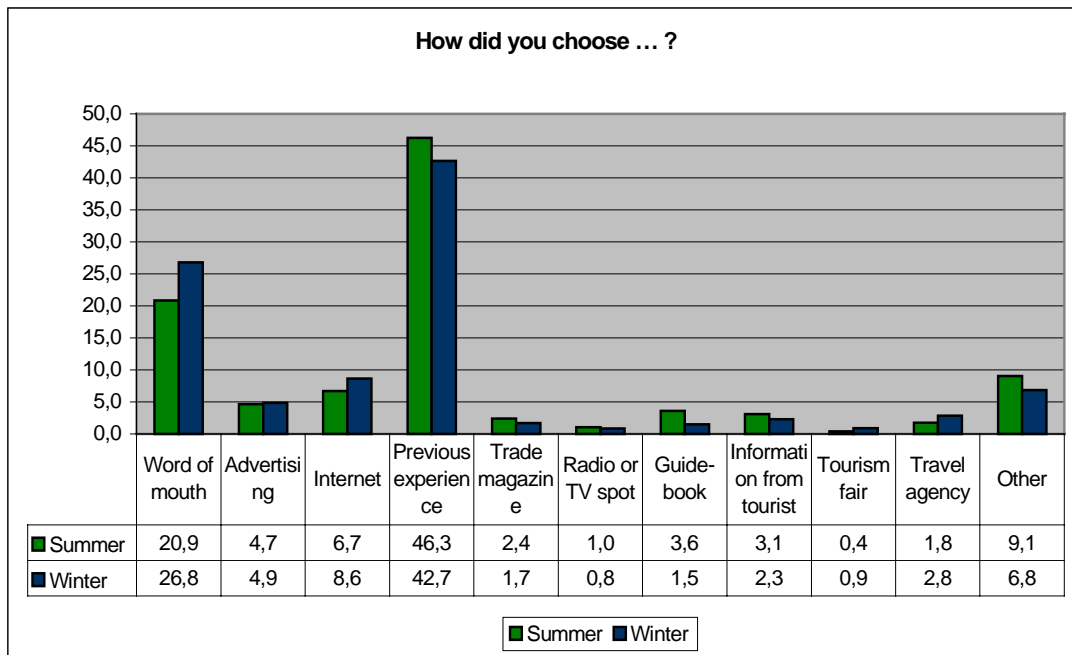


Figure 12: How did you choose this place to spend your holiday?

Nearly half of all bookings for Dolomite locations are made directly with the structure, although this is more common in summer (45.6%) than in winter (38.7%); this is also true for those who search for accommodation upon arrival at the location (14.6% in summer and only 6.3% in winter). The winter stays appear to be better organised; bookings made through clubs, associations, groups, Cral, agencies, tourist consortia and friends are more common in this season and the tourists not in need of a booking decrease 2.5%. Worth noting is the increased importance of Internet in this case. Online bookings in winter are twice the number in summer, reaching 17.3%, thereby making Internet the second most important means used by tourists for these booking needs.

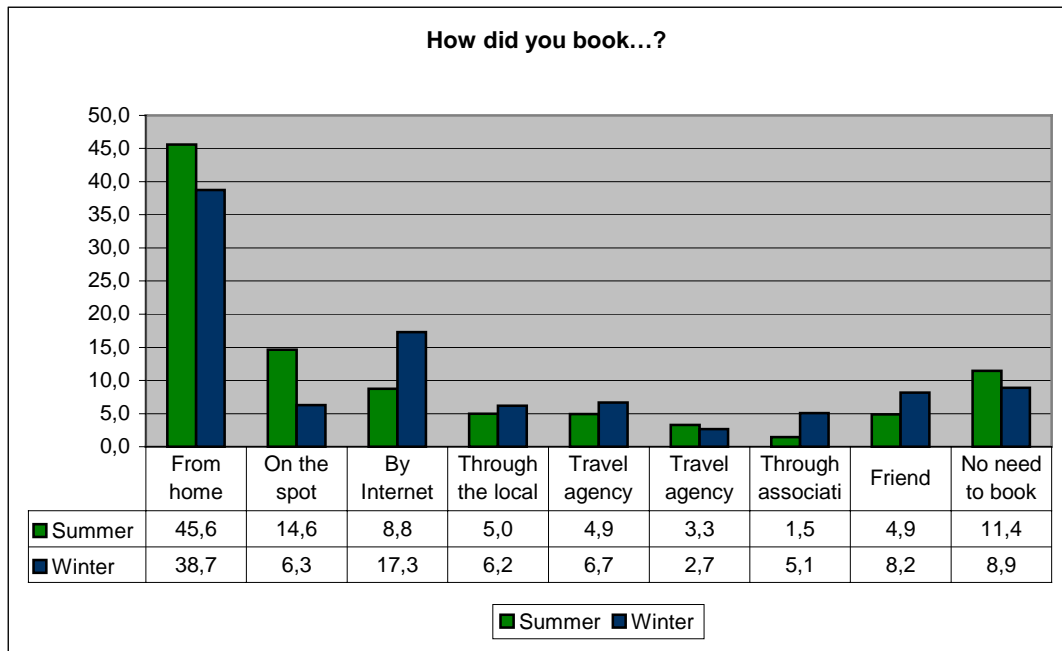


Figure 13: How did you book the accommodation?

In following two graphs is possible to see how the previous “types” of tourists collect the information and organize the vacation. The first group that use the experience in the process of ideation the vacation, use the experience also to individuate the specific place and book directly from home or through friends. They stay principally in apartment or residence for two week or more during the summer season and for one week during the winter time and can spend 500-1500€for week or more. Similar profile is shown by the non European visitors in the Dolomite area, although they prefer stay in hotel. The European tourists exhibit a slightly different profile: the stay in the place for less than one week, prefer camping or garnì and want to spend less than 500€per week.

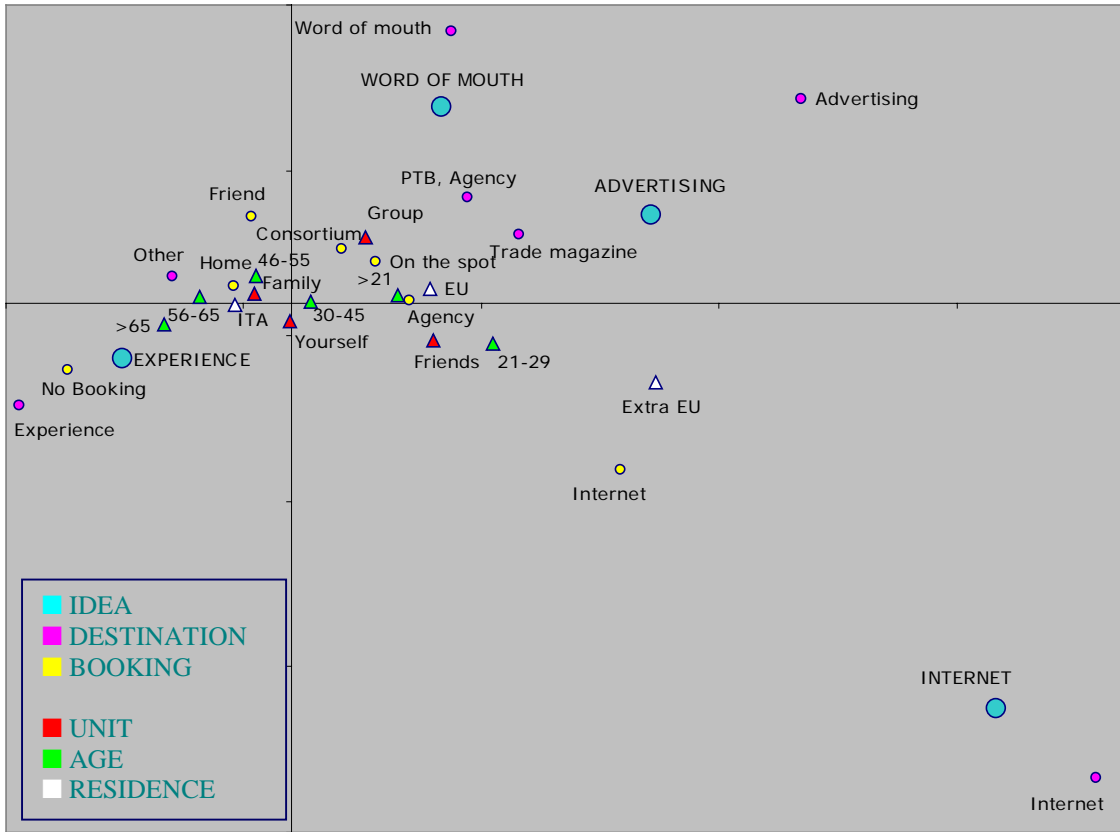


Figure 14: The organisation of the vacation – information

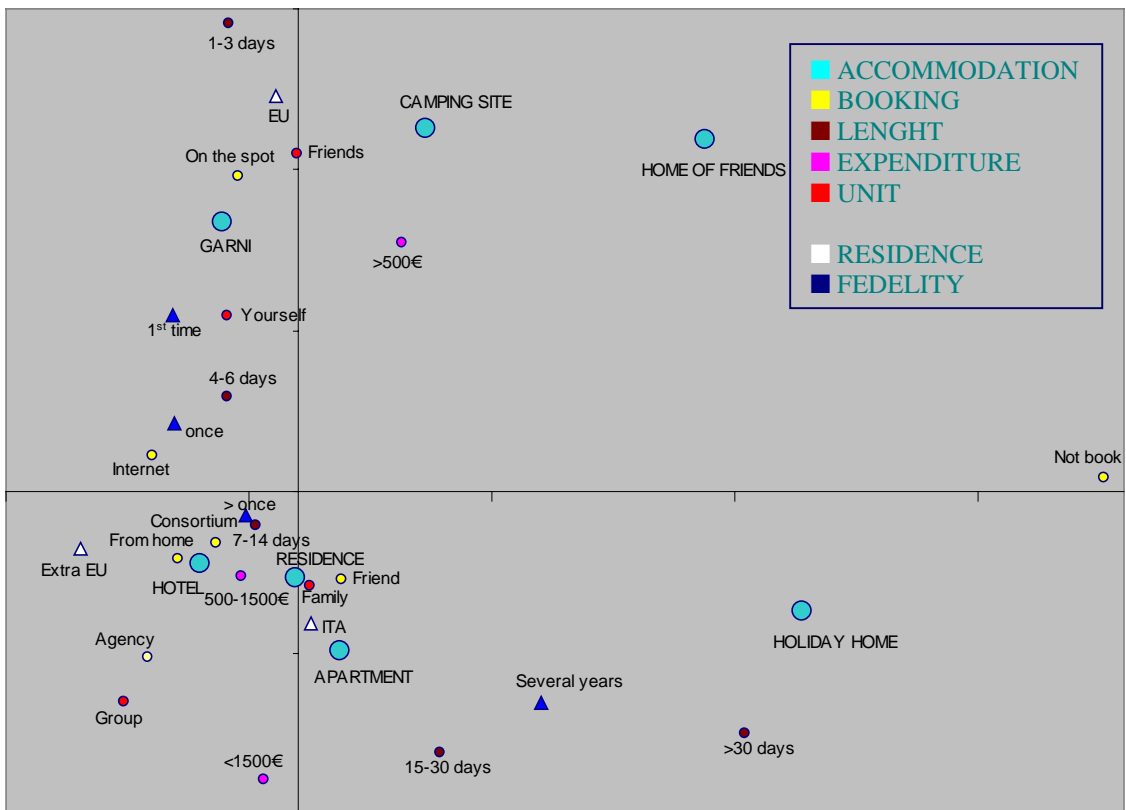


Figure 15: The organisation of the vacation

Summer attractions

The summer visitor to the Dolomites looks first and foremost for a captivating landscape and an environment that offers relaxation and the possibility to do sport. Over half of the tourists indicated in the questionnaires that these factors were of utmost importance; this was also reinforced when guests in specific locations were asked to identify the characteristics that were important to them and to what degree they were satisfied with the services offered. Fully 98% of tourists in the Dolomites consider the environment and landscape key factors in choosing the location. Also important were the reception and hospitality shown to visitors, the availability of information and the opportunities for relaxation. Decidedly less significant factors contributing to the decision to vacation in the Dolomites were the existence of wellness centres and cultural events.

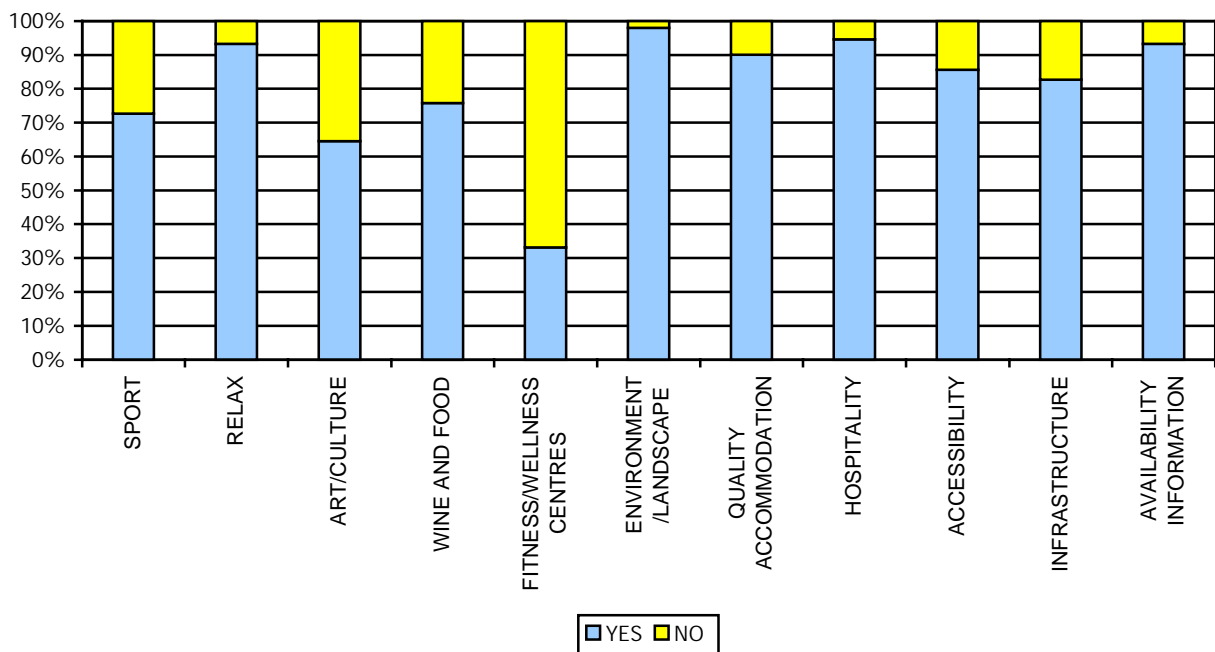


Figure 16: Importance for the summer attractions

The questionnaire not only asked the participating tourists to indicate the degree of importance they attributed to the various items, but also invited them to express their degree of satisfaction with some services received and attractions offered by the Dolomite locations. The overall assessment was definitely positive; the answer option “very satisfied” in the majority of cases received the greatest percentage of votes.

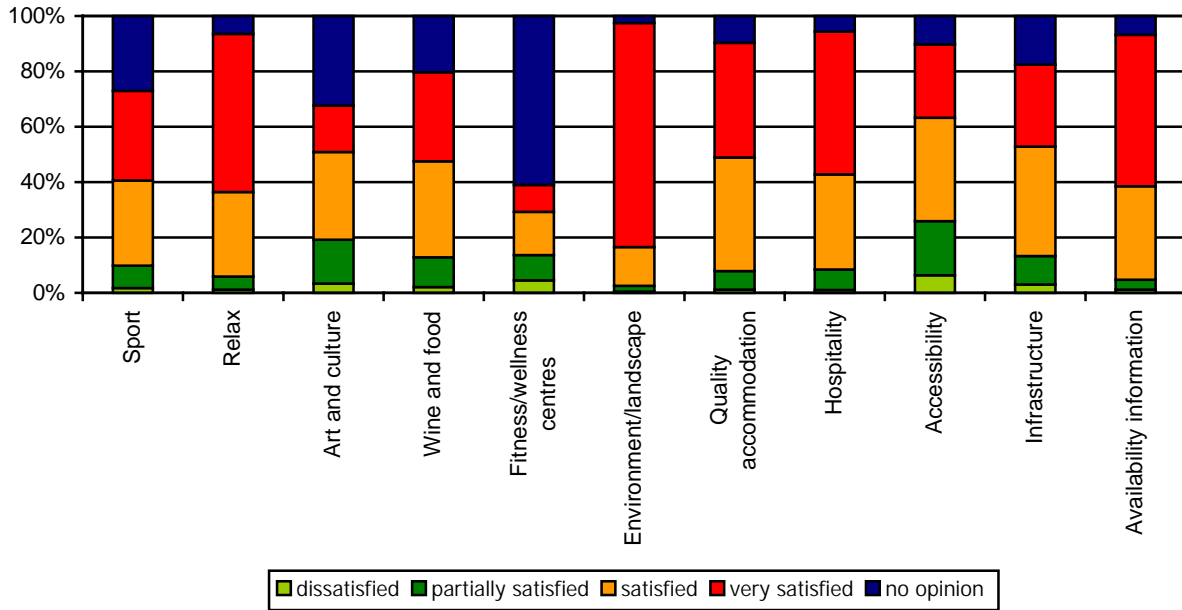


Figure 17: Level of satisfaction for the summer attractions

Also positive was the association between the degree of importance attributed to an *item* and the level of satisfaction registered during the stay. For those attractions considered of little or no importance (particularly true for wellness centres) the answer option with the highest percentage was “not able to judge”, further proof that a positive or negative judgement was based solidly on direct experience.

Research area 4). Demand Research Investigation: Consumers of Tourist services

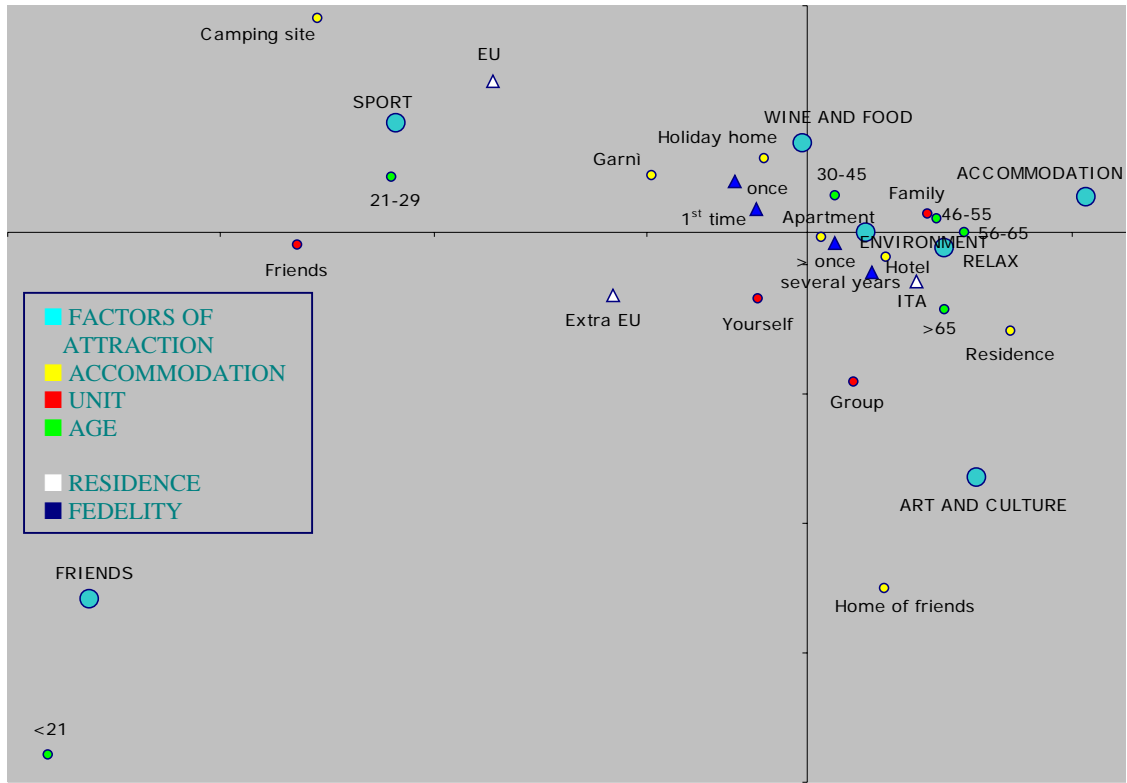


Figure 18: Tourist behaviour in the summer season

Winter attractions

Winter attractions for tourists in the Dolomites are predominantly linked to skiing, with downhill being the most popular (67.83%); at the same time the data revealed interestingly that 15.14% of winter guests do not ski.

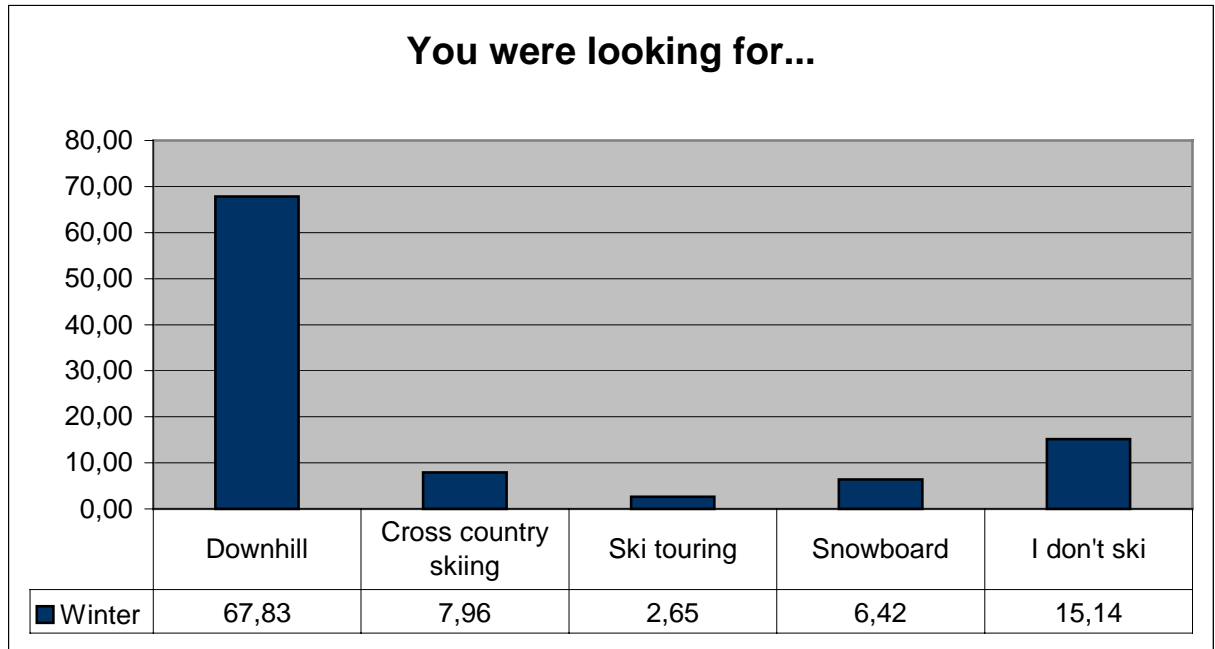


Figure 19: Winter attractions

The importance that winter tourists attributed to the *items* in the questionnaire are linked prevalently to “the world of snow”: variety of ski slopes (85.9%), snow quantity and maintenance (85.9%), quality of ski slopes (85.2%), reachability of slopes (85.2%) and connections among slopes (84.9%). Less importance was attributed to *items* related to alpine skiing, cross-country skiing and snowboarding slopes, although this can be explained by the simple fact that fewer of the guests interviewed practice these sports.

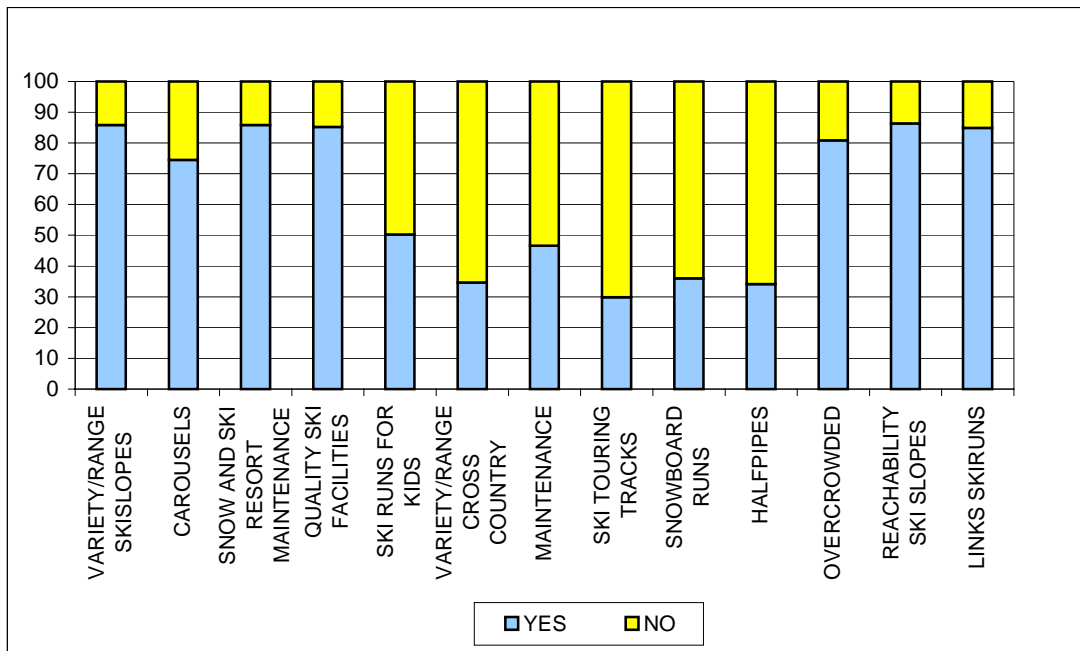


Figure 20: Importance for the winter attractions

The judgements that guests made related to the attractiveness of the winter offering underline the general level of satisfaction of visitors in the Dolomites, declaring their complete satisfaction with the majority of the items assessed in the questionnaire.

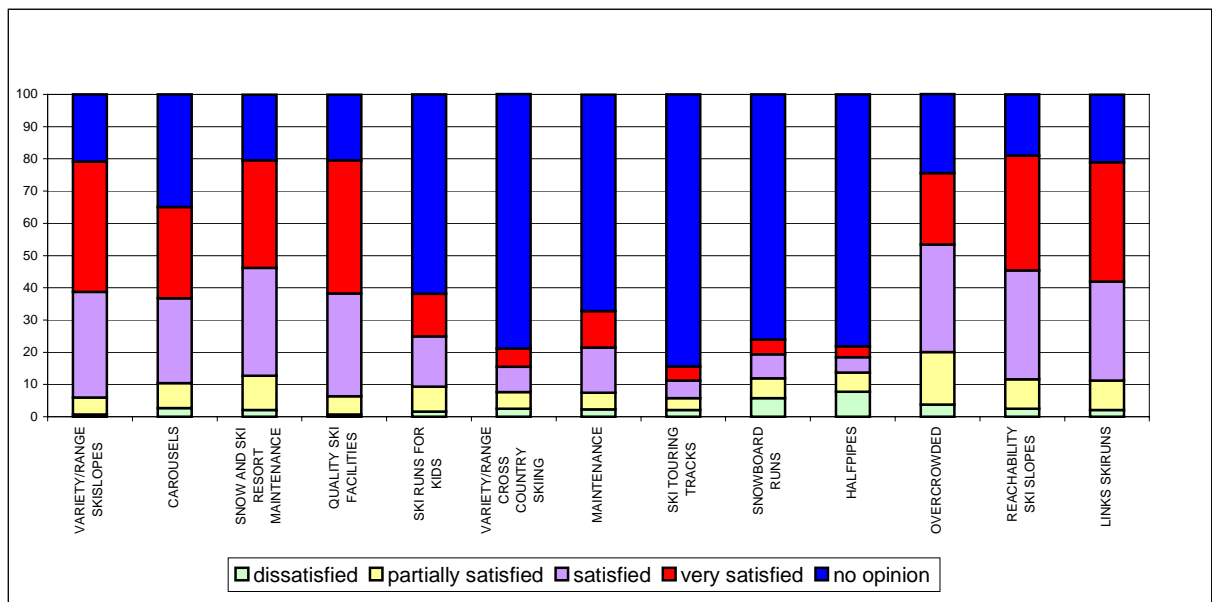


Figure 21: level of satisfaction for the winter attractions

During the summer season, the first group of tourists seems to be mostly attracted by nice and relaxing natural environment that the Dolomites can offer. Secondly, they appreciate the quality of the receptive structures and the quality of the local food. The non Italian visitors are attracted by the possibility to do sports and to stay with friends. During winter time, the Italian tourists that declare to come in the Dolomites to ski, prefer downhill and cross-country skiing. The non Italian visitors are interested to downhill but also to ski-touring and snow board.

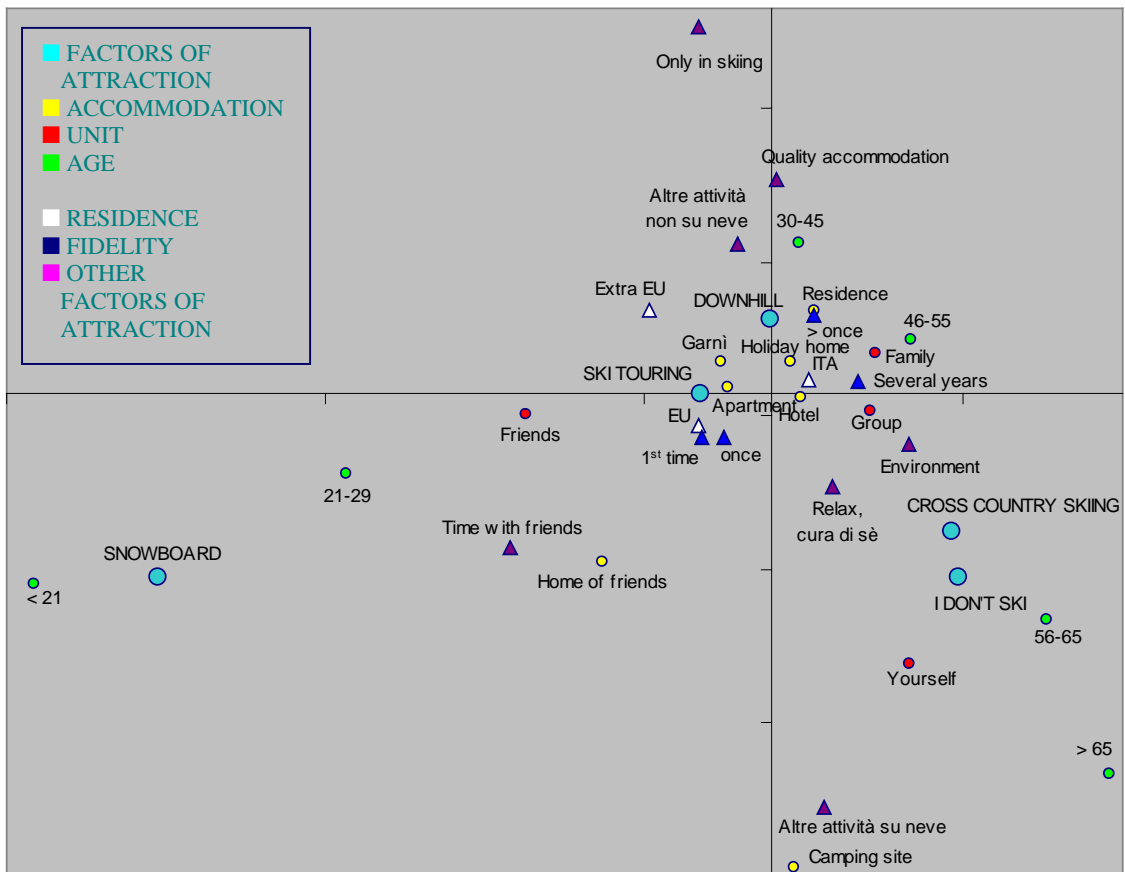


Figure 22: Tourist behaviour in the winter season

The future

The desires expressed by tourists to the Dolomites mean that there are positive prospects for the future of tourism in the area. Regardless of the season, in fact, nearly half of the visitors interviewed expressed a desire to vacation the following year in the Dolomites and over 35% indicated that they would return to the area for vacation some time in the future. Over 80% of the guests can therefore be considered “loyal customers”.

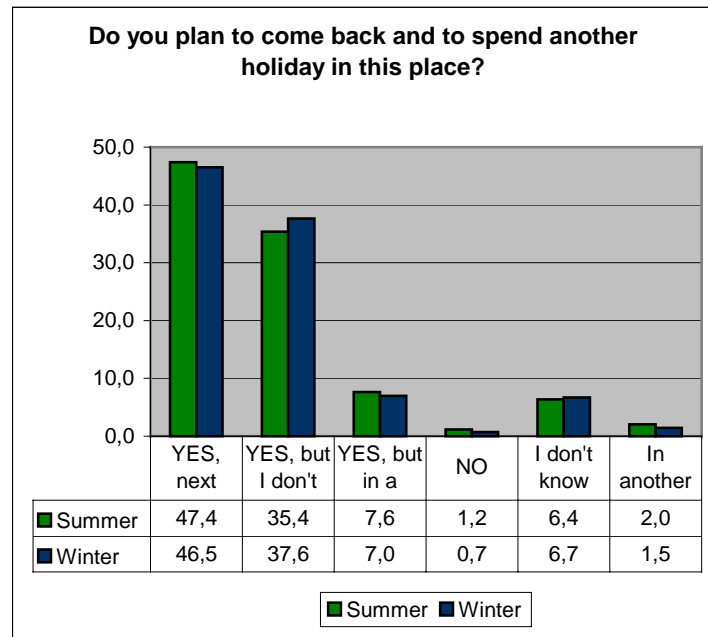


Figure 23: Do you plan to come back and to spend another holiday in this place?

The positive assessment is further confirmed by the high percentage of guests that indicate willingness to strongly recommend the Dolomite vacation destinations to friends.

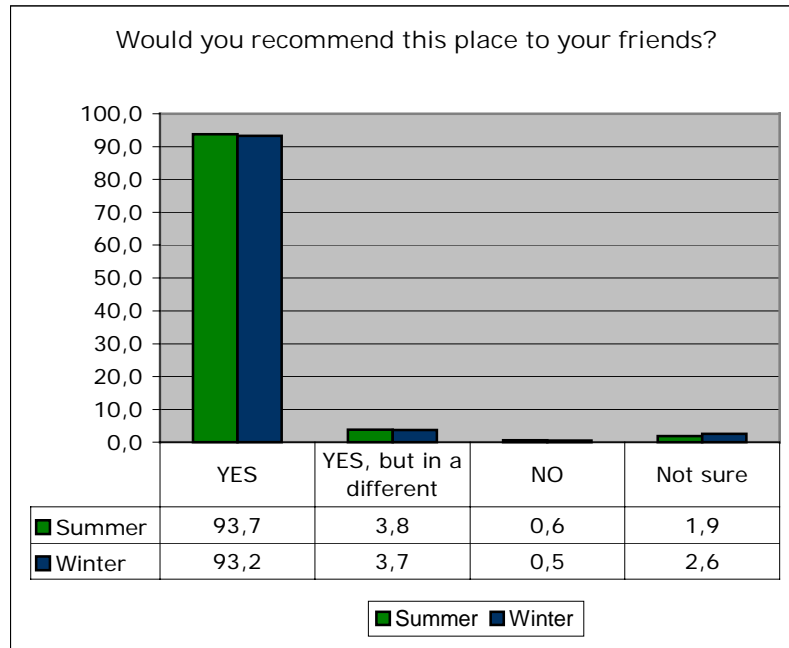


Figure 24: Would you recommend this place to your friends?

The visitors of the Dolomites, as in summer as in winter season, are oriented to come again in the same place or in the area and are positive about to recommend to their friends to spend a vacation visiting the Dolomite area.

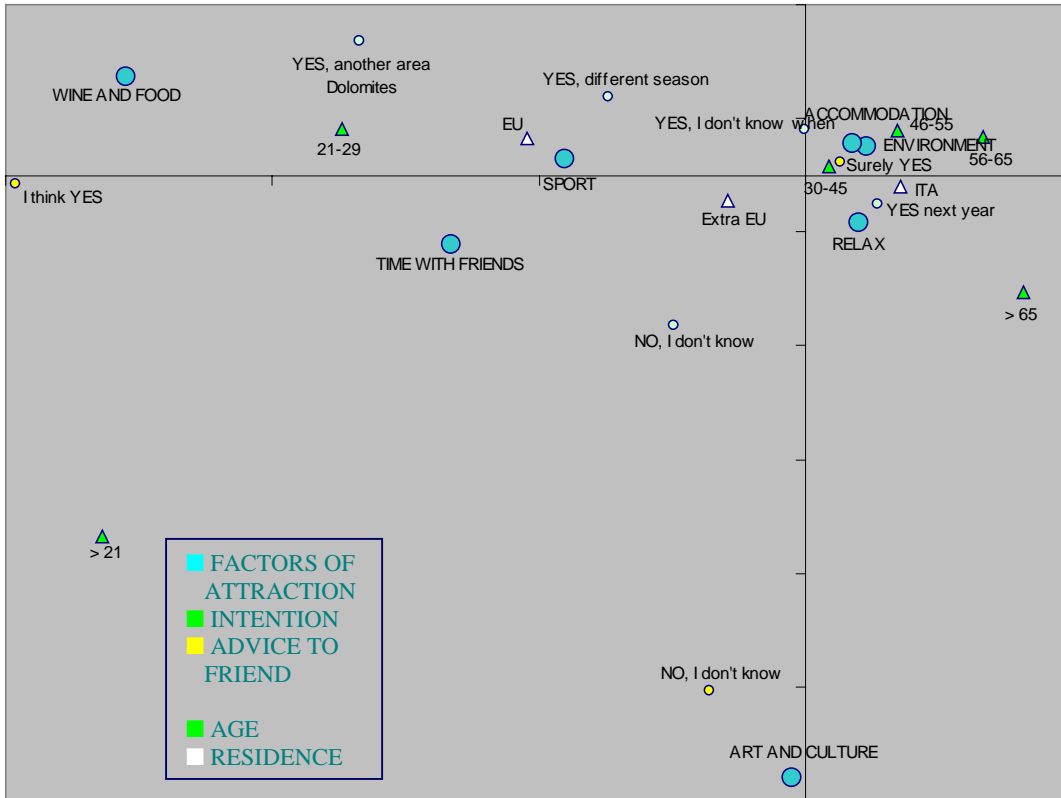


Figure 25: The intentions in the summer season

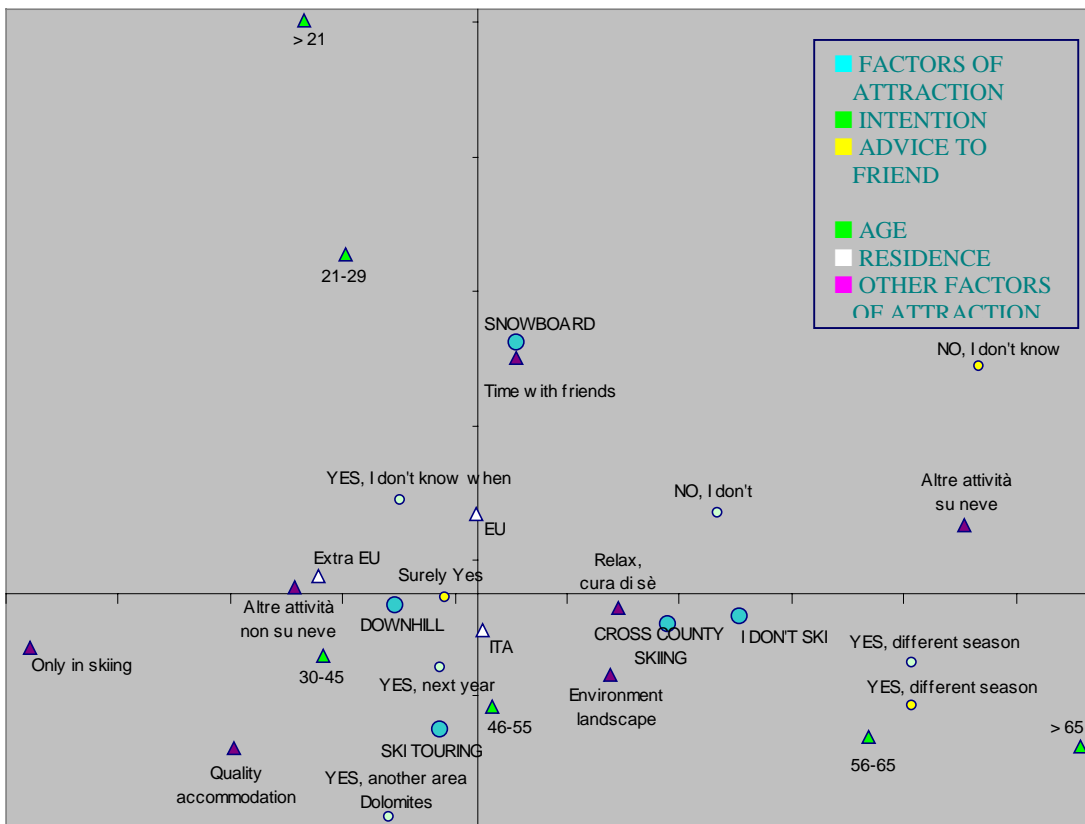


Figure 26: The intentions in the winter season

Attachment

Summer Survey Questionnaire

How did you get the idea to spend a holiday in the Dolomites?

- word of mouth
- advertising
- Internet
- previous experience

How did you choose the area of Madonna di Campiglio to spend your holiday?

- word of mouth
- advertising
- internet
- previous experience
- trade magazine
- radio or TV spot
- guide-book
- information from a tourist office
- tourism fair or free time fair
- travel agency
- other

3. How did you book your accommodation?

- from home, contacting the accommodation directly
- on the spot, when you arrived
- by Internet
- through the local consortium
- a travel agency in your country has found the present accommodation for you
- you bought a package from a catalogue, using a travel agency
- through associations, clubs or organised groups in your country of origin
- a friend booked the accommodation for you
- you did not need to book (holiday home, at the home of friends,...)

4. What were you looking for, when you decided to spend your holiday in the area of Madonna di Campiglio?

- the possibility to practise sports
- relaxation
- art and culture
- wine and food
- fitness and wellness centres
- to spend time with friends
- environment and landscape
- quality in the accommodation

Think about the area of Madonna di Campiglio. Evaluate the importance (yes, no) and your level of satisfaction (1 = dissatisfied; 2 = partially satisfied; 3 satisfied; 4 = very satisfied; X = no opinion) in the following areas:

importance:

level of satisfaction:

- | | | | |
|--|------------------------------------|---|-------------------------|
| <input type="radio"/> yes <input type="radio"/> no | the possibility to practise sports | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | relaxation | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | art and culture | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | wine and food | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | fitness and wellness centres | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | environment and landscape | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | quality in the accommodation | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | hospitality | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | accessibility of the locality | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | infrastructure | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |
| <input type="radio"/> yes <input type="radio"/> no | availability of information | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 | <input type="radio"/> X |

I told my colleagues or friends: “Tomorrow I am leaving for ...”

Do you plan to come back and to spend another holiday in the area of Madonna di Campiglio?

- yes, next year
- yes, but I do not know exactly when
- yes, but in a different season
- no
- I do not know
- not here, but in another area in the Dolomites: _____

Would you recommend the area of Madonna di Campiglio to your friends?

- yes
- yes, but in a different season
- no
- not sure

9. Personal information:

9.1. Age:

- under 21 years
- 21 to 29 years
- 30 to 45 years
- 46 to 55 years
- 56 to 65 years
- over 65 years

9.2. Sex:

- m
- f

9.3. Country of origin: _____

9.4. Educational qualification:

- primary school
- junior high school
- secondary school
- university

9.5. Profession:

- worker
- employee
- teacher
- manager
- professional/entrepreneur
- self-employed (handicraftsman, dealer,...)
- student
- pensioner
- housewife
- unemployed

9.6. How did you travel here?

- by bicycle
- by car
- by motorbike
- by camper
- by bus
- by train
- by air

9.7. You are here:

- by yourself
- with your family
- with your friends
- with an organised group

9.8. How many days are you staying here?

- 1 to 3 days
- 4 to 7 days
- 8 to 14 days
- 15 to 30 days
- over 30 days

9.9. How much do you think you will spend per person?

- less than 300 pounds
- up to 900 pounds
- 900 pounds or more

9.10. Where are you staying?

- hotel
- garnì
- residence
- camping site / camper
- apartment to let
- holiday home
- at the home of friends
- agritourism facility

9.11. Have you ever been in the area of Madonna di Campiglio before?

- no, it is my first time
- once
- more than once
- regular visitors for several years

Winter Survey Questionnaire

1. How did you get the idea to spend a holiday in the Dolomites?

- word of mouth
- advertising
- Internet
- previous experience

2. How did you choose this place to spend your holiday?

- word of mouth
- advertising
- internet
- previous experience
- trade magazine
- radio or TV spot
- guide-book
- information from a tourist office
- tourism fair or free time fair
- travel agency
- other

3. How did you book your accommodation?

- from home, contacting the accommodation directly
- on the spot, when you arrived
- by Internet
- through the local consortium
- a travel agency in your country has found the present accommodation for you
- you bought a package from a catalogue, using a travel agency
- through associations, clubs or organised groups in your country of origin
- a friend booked the accommodation for you
- you did not need to book (holiday home, at the home of friends,...)

4.a. What sort of skiing discipline were you thinking of doing, when you chose this place for your holidays?

- downhill
- cross country
- ski touring
- snowboard
- none, I don't ski

4.b. Were you looking for other attractions when you decided this place for your holiday?

- no, I'm interested only in skiing
- walks on the snow along tracks
- sleddog, freestyle, snowshoes, iceskating, and other alternative sports
- baby parks, restaurants, solariums, music
- relaxation
- art and culture
- wine and food
- fitness and wellness centres (swimming pools, sauna)
- to spend time with friends
- environment and landscape
- quality in the accommodation

5.a. Consider the ski activity. Evaluate the importance (yes, no) and your level of satisfaction (1 = dissatisfied; 2 = partially satisfied; 3 satisfied; 4 = very satisfied; X = no opinion) in the following areas:

importance		level of satisfaction				
<input type="radio"/> yes <input type="radio"/> no	variety and range of the skislopes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	carousels	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	amount of snow and ski resort maintenance	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	quality of the ski facilities	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	ski runs for kids	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	variety and range of crosscountry ski runs	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	maintenance	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	ski touring tracks	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	snowboard runs	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	snowboard facilities (halfpipes)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	number of people (if overcrowded)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	reachability of the ski slopes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	links between different skiruns	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X

5.b. Think about the other activities. Evaluate the importance (yes, no) and your level of satisfaction (1 = dissatisfied; 2 = partially satisfied; 3 satisfied; 4 = very satisfied; X = no opinion) in the following areas:

importance		level of satisfaction				
<input type="radio"/> yes <input type="radio"/> no	snow walks	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	alternative sports	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	facilities for non-skiers	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	facilities for children	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	art and culture	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	wine and food	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	quality in the accommodation	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X
<input type="radio"/> yes <input type="radio"/> no	environment and landscape	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> X

6. I told my colleagues or friends: "Tomorrow I am leaving for ..."?

7. Do you plan to come back and to spend another holiday in this place?

- yes, next year
- yes, but I do not know exactly when
- yes, but in a different season
- no
- I do not know
- not here, but in another area in the Dolomites

8. Would you recommend this place to your friends?

- yes
- yes, but in a different season
- no
- not sure

9. PERSONAL INFORMATION

9.10. Age:

- under 21 years
- 21 to 29 years
- 30 to 45 years
- 46 to 55 years
- 56 to 65 years
- over 65 years

9.11. Sex:

- m
- f

9.12. Country of origin:

9.13. Educational qualification:

- primary school
- junior high school
- secondary school
- university

9.14. Profession:

- worker
- employee
- teacher
- manager
- professional/entrepreneur
- self-employed (handicraftsman, dealer,...)
- student
- pensioner
- housewife
- unemployed

9.15. How did you travel here?

- by bicycle
- by car
- by motorbike
- by camper
- by bus
- by train
- by air

9.16. You are here:

- by yourself
- with your family
- with your friends
- with an organised group

9.17. How many days are you staying here?

- 1 to 3 days
- 4 to 7 days
- 8 to 14 days
- 15 to 30 days
- over 30 days

9.18. How much do you think you will spend per person?

- less than 300 pounds
- up to 900 pounds
- 900 pounds or more

9.10. Where are you staying?

- hotel
- garni
- residence
- camping site / camper
- apartment to let
- holiday home
- at the home of friends
- agritourism facility

9.11. Have you ever been here before?

- no, it is my first time
- once
- more than once
- regular visitors for several years

Publications

- Franch M., Martini U., Novi Inverardi P. L., "Defining Internet marketing strategies for Alpine tourist destinations. Lessons from an empirical research study of the Dolomites area". (To be presented and published in *ENTER 2003 proceedings*, Helsinki, January 2003)
- Martini U., "I siti web delle destinazioni turistiche alpine come strumento per rafforzare la fedeltà degli ospiti", in Atti del convegno *ITIT 2002 Innovazione e Tecnologie dell'Informazione per il Turismo*, Venezia, 5-6 dicembre 2002
- Mich L., Franch M., Cilione G., "Un approccio lightweight alla qualità dei siti web: un'indagine sulle organizzazioni di promozione turistica nelle Alpi". In Proc. *AICA2002 - XV Congr. Annuale, ICT Globalizzazione e localismi*, Conversano (BA), Italy, September 25-27, 2002, pp. 361-369.
- Franch M., Martini U., "Destinations and destination management in the Alps: A proposal for a classification scheme in the light of some ongoing experiences.". Atti del convegno *Territoires et marchés 2ème colloque de recherche en tourisme de l'Association française des IUP Tourisme, Hôtellerie et Loisirs*, Université de Savoie, Site de Chambéry (F), 12-14 settembre, 2002
- Franch M., Martini U., Mich L., "The quality of promotional strategies on the web: the case of alpine regional destinations". In Proc. *The 7th World Congress for Total Quality Management*, Verona, Italy, June 25-27, 2002, Vol. 2, pp. 643-652.
- Martini U., "L'applicazione delle information and communication technologies (ICTs) sull'attività di promozione e di commercializzazione delle destinazioni turistiche". *Pagine di Risposte turismo*, 2002, Vol. 1, pp. 11-27.
- Martini U., "Il Destination Management nel turismo alpino. Un quadro di riferimento concettuale e l'analisi di un caso". *Economia e diritto del terziario*, 2002, Vol. 14, n. 1, pp. 273-292.

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Franch M. (a cura di), *Destination management. Governare il turismo tra locale e globale*, Torino, Giappichelli, 2002

Martini U., "Da luoghi a destinazioni turistiche. Ipotesi di destination management nel turismo alpino", in Franch M. (a cura di), *Destination management. Governare il turismo tra locale e globale*, Torino, Giappichelli, 2002. pp. 67-111.

Franch M., Martini U., "Il ruolo delle ICT nello sviluppo delle politiche di marketing delle destinazioni turistiche alpine". Atti del convegno *Tendances du Marketing*, Parigi, ESCP-EAP, 25-26 gennaio, 2002, A cura di Collesei U., Andreani J. C.

Calza' D., Zaroni G., Battisti M., Dorigati G., D'Andrea V., Jacucci G., Martini U., "Dualism of the Tourist business and Information System for SMTEs: a new approach". In K.W. Wöber, A. J. Frew, M. Hitz (Eds.), *Information and Communication Technologies in Tourism 2002, ENTER2002 Conference Proceedings*. Wien, Springer-Verlag, 2002, pp157-165.

CONFERENCES

Meeting Title	Place	Date	Type of meeting	Talk title	Talk type	Participant
9th Intern. Conference on Information and Communication Technologies in Travel and Tourism (ENTER 2002)	Innsbruck	23-25 January	Conference	Dualism of the Tourist business and Information System for SMTEs: a new approach	Talk	Monopoli, D'Elia, Buffa
International Conference tendencies of marketing in Europe	Paris	25-26 January	International Congress	The role of ICT's in marketing development policies for alpine tourism destinations	Talk	Franch
e-CTRL – eTourism joint talk series	Trento	12 March	Workshop		Participant	Mich, Martini, Buffa, Cilione, Lalicata, Froner
User Modelling and Decision Making in Travel and Tourism Emergent Systems	Trento	9-10 April	Workshop		Participant	Franch, Mich, Martini, Lalicata, Buffa, Cilione
High Summit -Transcontinental Multicultural conference on the Mountains	Milano/Trento	11-13 April	International Summit		Participant	Martini, Buffa, Lalicata,
e-CTRL – eTourism joint talk series	Trento	23 April	Workshop	Evaluating the Quality of web sites: the 2QCV3QQ Framework	Committee	Franch, Mich, Martini, Buffa, Cilione, Lalicata, Froner
The gaze of the tourist and the narration of places	Riva del Garda	6-10 May	Italian Conference		Participant	Martini, Lalicata
Snow tourism: conditions to operate in a competitive environment	Bergamo	10-12 May	Italian Workshop		Participant	Buffa, Cilione
e-CTRL – eTourism joint talk series	Trento	14 May	Workshop		Participant	Mich, Martini, Buffa, Cilione, Lalicata, Froner

Conferences

Opportunities for competitiveness in tourism SME's through technological development	Roma	22 May	Italian Workshop		Participant	Cilione
International City Conference 2002 "Marketing meets Science: Shaping the Future of City Tourism"	Vienna	27- May	International Conference		Participant	Lalicata
e-CTRL – eTourism joint talk series	Trento	18 June	Workshop	Dolomites' tourists behavioural profiles and hypothesis of destination management in the Alps (talk in Italian)	Committee	Franch, Mich, Martini, Novi Inverardi, Buffa, Cilione, Lalicata, Froner
Colloque Territoires et marché	Chambery	19-22 June	International Conference	Destinations and destination management in the Alps: a proposal for a classification scheme in the light of some ongoing experiences	Invited Talk	Martini, Lalicata
7th World Congress for Total Quality Management	Verona,	25-27 June	International Congress	The quality of promotional strategies on the Web: the case of alpine regional destinations	Talk	Umberto Martini Gabriella Cilione
The Alps as a destination: profiles of the tourists, destination management, ICT	Trento	5 July	Workshop		Committee + Talks	Franch, Martini, Mich, Novi Inverardi
AICA Congress "Globalizzazione e localismi" (Globalisation vs. local)	Bari	25-27 September	Congress	A lightweight approach to the quality of web sites: an enquiry on organisations who promote tourism in the Alps. (talk in Italian)	Talk	Cilione
The Alps: traditions and sustainability	Bolzano	18 October	Conference		Participant	Buffa
Qualified local tourism systems	Milan	13 November	Seminar		Participant	Lalicata
For quality and certified tourism and environment	Florence	18 November	Conference		Participant	Buffa
Il futuro del turismo alpino (The future of alpine tourism)	Trento	22 November	Focus Group		Committee	Franch, Martini, Buffa

Conferences

<p>ITIT 2002 Innovation and ICT for tourism</p>	<p>Venice</p>	<p>5-6 December</p>	<p>Italian Conference</p>	<p>Web sites of alpine tourism destinations as customer loyalty devices (talk in Italian)</p>	<p>Invited Talk + Moderator + Committee</p>	<p>Franch, Martini Mich, Buffa, Cilione, Lalicata, Marzani</p>
<p>Integrated Product Policies in the tourism sector: Jesolo pilot project.</p>	<p>Jesolo</p>	<p>13 December</p>	<p>Workshop</p>		<p>Participant</p>	<p>Buffa</p>